



WAVERLEY
COUNCIL

WAVERLEY COUNCIL ANNUAL REPORT

2020-21



ACKNOWLEDGEMENT

We acknowledge the Bidjigal and Gadigal people, who traditionally occupied the Sydney coast.
We also acknowledge Aboriginal Elders both past and present.

CONTENTS

Preface	05	Part 3: Meeting our Additional Statutory Requirements	110
General Manager's Message	06	Amount of rates and charges written off during the year	111
Part 1: Waverley Council Overview	07	Mayoral and Councillor fees, expenses and facilities	111
Our Community Vision	08	Councillor training and ongoing professional development	112
Our Local Government Area Map	09	General Manager and Senior Staff Remuneration	112
Our Local Government Area	10	Overseas visit by Council staff	112
The Elected Council	12	Report on Infrastructure Assets	113
Advisory Committees	13	Government Information (Public Access)	116
Mayor and Councillors	14	Public Interest Disclosures	120
Our Organisation	18	Compliance with the Companion Animals Act and Regulation	121
Our Planning Framework	19	Amount incurred in legal proceedings	122
External Bodies Exercising Waverley Council Functions	21	Progress against Equal Employment Opportunity (EEO) Management Plan	126
Partnerships and Cooperation	22	Progress report - Disability Inclusion Action Plan 2020-21	134
Our Financial Snapshot	23	Swimming pool inspections	138
Performance Ratios	25	Works undertaken on private land	138
Grants and Donations Awarded	29	Recovery and threat abatement plans	138
Part 2: Delivery Program Achievements	33	Environmental Upgrade Agreements	138
Arts and Culture	34	Voluntary Planning Agreements	139
Community Services and Well-being	40	Contracts awarded by Council	140
Recreation and Open Spaces	49	Report on Special Rate Variation	141
Local Economy	54	Report on Stormwater Levy	142
Planning, Development and Heritage	62	Report on Capital Expenditure Review	143
Transport, Pedestrians and Parking	69		
Buildings and Infrastructure	74		
Sustainable Environment	83		
Sustainable Waste	89		
Corporate Leadership & Engagement	96		
Knowledge and Innovation	103		

PREFACE

PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Council's performance during the 2020–21 financial year in relation to the principal activities detailed in the Delivery Program 2018–22 and Operational Plan 2020–21.

THE ANNUAL REPORT IS MADE UP OF SIX PARTS:

Part 01.

Is an overview of Council

Part 02.

Provides details of Council's performance against the Delivery Program 2018–22

Part 03.

Provides additional reporting information required by legislation

Part 04.

Contains Council's audited financial statements

Part 05.

Contains the End of Term Report 2021

Part 06.

Contains the State of the Environment Report

The first three parts are published in one volume. Part four, five and six are published separately.

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

GENERAL MANAGER'S MESSAGE



I am pleased to present my first Annual Report as General Manager. The 2020-21 financial year brought the challenges of the pandemic, and also gave us all pause to focus locally and to reconsider what matters most to us.

For Council, this meant rapidly adapting to ways of delivering our essential services, and to seeing how we could best support our community, our vulnerable, our children and young people, and our businesses.

Throughout the year we maintained our essential services, with our cleansing and waste teams, lifeguards, maintenance, childcare workers and others all operating in new COVID-safe ways.

Our COVID response included moving to remote working for many of our office-based staff, and working with other authorities to support the Government's health orders and practices. We also provided \$1.1 million in financial support for local businesses in the form of fee and charges reductions or waivers, and small business grants.

The year also saw the delivery of an ambitious capital works program, with major projects including the conservation and restoration of the Bondi Pavilion, starting the Boot Factory Renewal, continuing with the Bondi Junction Cycleway, and completing the Notts Avenue Streetscape upgrade, the upgrade of several parks and playgrounds, and the Bronte Cutting safety upgrade now providing safe pedestrian access for one million people a year.

Council also delivered a strong Strategic Asset Management Renewal Program which included major footpath, and kerb and gutter reconstructions throughout the LGA as well as the re-sheeting and reconstruction of 16 streets using a new sustainable asphalt product that is made of 30% recycled material such as crushed glass and toner cartridge by-products.

Despite all this activity, and the costs associated with adapting to the pandemic, the Council's financial situation is healthy and sustainable.

The cost of COVID-19 to Council's 2020-21 budget was \$6.3 million, but Council's financial position remains steady with a net operating surplus of \$9.10 million for the 2020-21 financial year. Our cash and cash investments were \$152.61 million at 30 June 2021.

It is a true privilege to have been appointed as General Manager towards the end of the reporting period, in May 2021. I am especially honoured to take on this

role as not only have I been a Waverley employee for 20 years this year, but I was lucky enough to have been born and bred in Bondi, so I also have a strong commitment to the place and the community.

I look forward to continuing to serve this wonderful Local Government Area, and I thank all the staff of Waverley for the positive results presented in the 2020-21 Annual Report.

Emily Scott
General Manager

Part 01.

WAVERLEY COUNCIL OVERVIEW

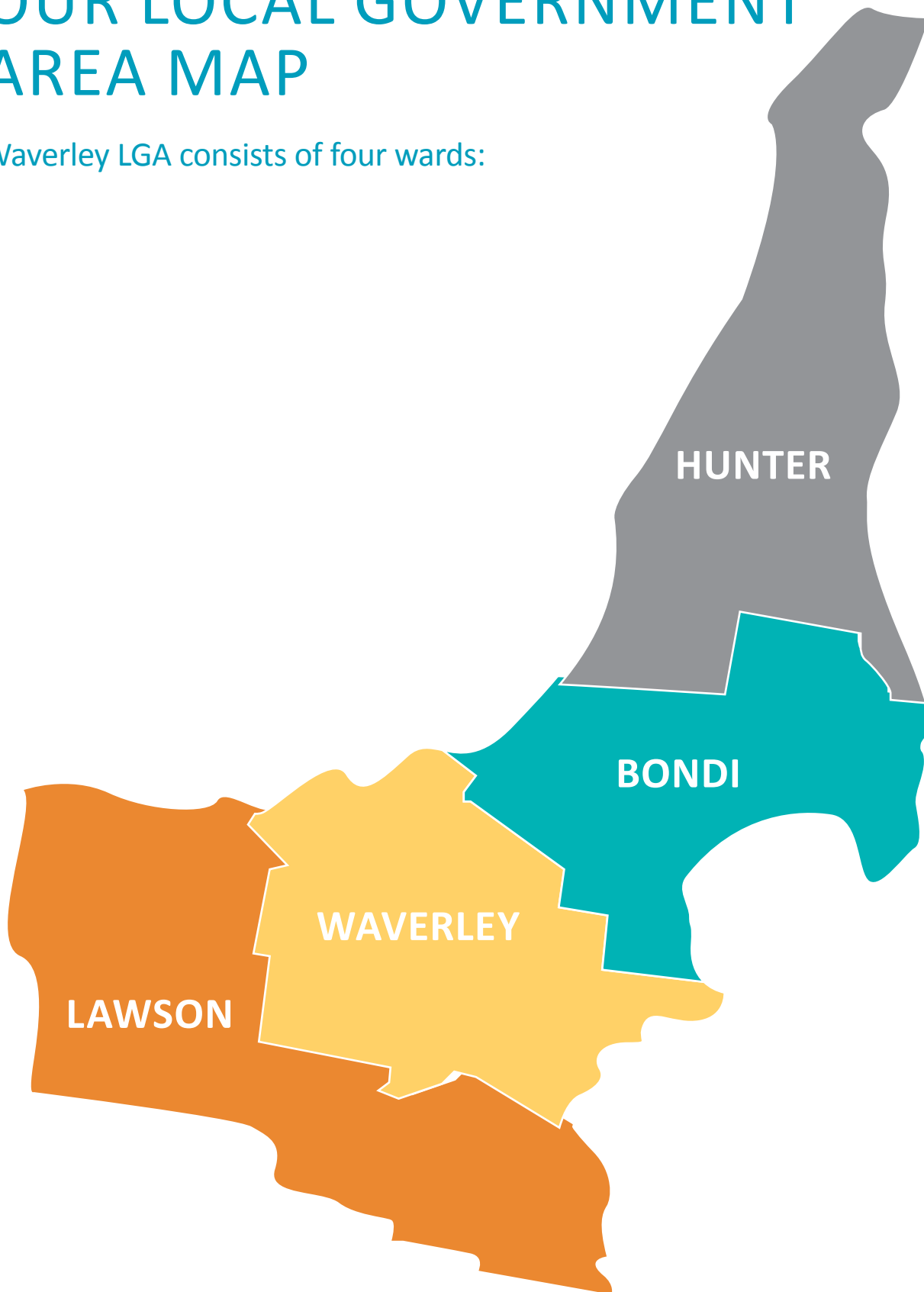
OUR COMMUNITY VISION

Waverley: connecting the city and the sea.

A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.

OUR LOCAL GOVERNMENT AREA MAP

Waverley LGA consists of four wards:



WAVERLEY – OUR LOCAL GOVERNMENT AREA



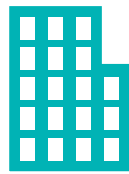
OUR LOCAL GOVERNMENT AREA:

9.2km²

OUR DWELLINGS AND BUSINESSES:



31,564
dwellings



39,132
registered businesses

MEDIAN AGE

35 years

- 16% of our residents are 0–14 years old
- 9.2% are 15–24 years old
- 62.1% are 25–64 years old
- 12.7% are more than 65 years old

OVERSEAS BORN RESIDENTS

38.5%

OUR SUBURBS:

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

OUR ATTRACTIONS:

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



POPULATION



TOTAL POPULATION

74,276

PROJECTED POPULATION 2031

80,100

POPULATION DENSITY

80.34

persons per hectare

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

274



LANGUAGES

68.7% of us speak English at home while 20.9% speak a language other than English

Russian is spoken by 2.2% of our residents, 2.1% speak Spanish, 1.9% Portuguese, 1.8% French and 1.7% Italian



JEWISH COMMUNITY

Waverley's Jewish community of

10,076

residents makes up 15.1% of our total population

EDUCATION

NUMBER OF SCHOOLS

17 (including both primary and secondary)

73% of our residents aged over 15 years have completed year 12 schooling or equivalent

44.5% of our residents aged over 15 years have a Bachelor or higher degree compared to 24.1% for Greater Sydney

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

HOUSING

AVERAGE HOUSEHOLD SIZE

 **2.4** people

ECONOMY



\$4.9 billion
gross regional product

More than
29,047
jobs in Waverley

RENTING HOUSEHOLDS

43%

MEDIAN WEEKLY RENT

\$622

MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

\$2,308 compared to \$1,750 for Greater Sydney

SINGLE PERSON HOUSEHOLDS

28%



HIGH EMPLOYMENT SECTORS

Retail trade, Healthcare and Social Assistance, Professional Scientific and Technical Services, Accommodation and Food Services and Education and Training

78.4% of Waverley properties are connected to the internet

THE ELECTED COUNCIL

The elected Council comprises of 12 elected members (Councillors), two of which hold the offices of Mayor and Deputy Mayor.

The role of the elected Council is to set the strategic direction for the Council, ensure financial sustainability, review the performance of the Council and to provide effective civic leadership to the community.

THE MAYOR AND COUNCILLORS

Councillors are elected by residents and ratepayers. The last local government election was held on 9 September 2017. The September 2020 elections was postponed to December 2021 in response to the risks of the COVID-19 pandemic.

Councillors are elected by ward (a geographical area). Waverley has four wards: Bondi, Hunter, Lawson and Waverley.

The Mayor is elected by Councillors for a two-year period and the Deputy Mayor for a 12-month period. The role of Councillors is defined in the *Local Government Act 1993* and include to:

- Be an active and contributing member of the governing body
- Make considered and well-informed decisions as a member of the governing body
- Participate in the development of the integrated planning and reporting framework
- Represent the collective interests of residents, ratepayers and the local community

- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

COUNCILLORS AND DECISION MAKING

The elected Council makes decisions at Council meetings and meetings of its two standing committees: The Operations and Community Services Committee and the Strategic Planning and Development Committee. Ordinary Council meetings are held once a month, generally on the third Tuesday. Extraordinary Council meetings are called at short notice from time to time to address particular issues. Meetings of the standing committees are usually held on the first Tuesday of each month.

All meetings are open to the public. Members of the public can address the Council on any issue on the agenda for the meeting.

To improve accessibility for the public, Council live-streams all Council meetings and meetings of its standing committees. In response to the COVID-19 pandemic and Public Health Orders, the majority of Council meetings were held online in 2020–21.



ADVISORY COMMITTEES



Council convenes and supports several advisory committees. These tackle broad local issues and provide a forum for discussion among Council representatives, local agencies and community members. These committees include:

- Access Advisory Committee
- Cycling Advisory Committee
- Cultural Advisory Committee
- Housing Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee
- Public Art Committee

OUR MAYOR AND COUNCILLORS



DOMINIC WY KANAK

Greens
Bondi Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Deputy Chair)
- Access Advisory Committee
- Multicultural Advisory Committee (Deputy Chair)
- Surf Life Saving Club Committee (Deputy Chair)
- Sydney Coastal Council Group



JOHN WAKEFIELD

Australian Labor Party
Bondi Ward

Represented Council on:

- Operations and Community Services Committee (Deputy Chair)
- Strategic Planning and Development Committee
- Access Advisory Committee
- Audit, Risk and Improvement Committee (Alternate)



LEON GOLTSMAN

Liberal Party of Australia
Bondi Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee (Deputy Chair)
- Cycling Advisory Committee
- Multicultural Advisory Committee
- Surf Life Saving Club Committee (Deputy Chair)



SALLY BETTS

Liberal Party of Australia
Hunter Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Housing Advisory Committee



STEVEN LEWIS

Australian Labor Party
Hunter Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Chair)
- Access Advisory Committee
- Cycling Advisory Committee (Chair)
- Housing Advisory Committee
- NSW Public Libraries Association



WILL NEMESH

Liberal Party of Australia
Hunter Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Environmental Sustainability Advisory Committee



ANGELA BURRILL
Liberal Party of Australia
 Lawson Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Community Safety Advisory Committee
- Public Art Committee



ELAINE KEENAN
DEPUTY MAYOR
Greens
 Lawson Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee (Chair)
- Environmental Sustainability Advisory Committee (Chair)
- Public Art Committee (Deputy Chair)
- Waverley Business Forum (Alternate)
- Cultural Advisory Committee
- Housing Advisory Committee
- Surf Life Saving Committee (Chair)
- Southern Sydney Regional Organisation of Councils – Board
- Southern Sydney Regional Organisation of Councils – Program Delivery Committee (Alternate)



PAULA MASSELOS
MAYOR
Australia Labor Party
 Lawson Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Chair)
- Access Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee (Chair)
- Public Art Committee (Chair)
- Surf Life Saving Club Committee
- Traffic Committee (Chair)
- Waverley Business Forum
- Cultural Advisory Committee (Chair)
- Housing Advisory Committee (Chair)
- Southern Sydney Regional Organisation of Councils – Board
- Southern Sydney Regional Organisation of Councils – Program Delivery Committee
- Sydney Coastal Council Group



GEORGE COPELAND

Greens
Waverley Ward

Represented Council on:

- Operations and Community Services Committee (Chair)
- Strategic Planning and Development Committee
- Access Advisory Committee
- Audit, Risk and Improvement Committee
- Cycling Advisory Committee
- Environmental Sustainability Advisory Committee (Deputy Chair)
- Southern Sydney Regional Organisation of Councils – Board (Alternate)
- Southern Sydney Regional Organisation of Councils – Sustainability Program Committee
- Sydney Coastal Council Group



MARJORIE O'NEILL*

(To March 2021)
Australian Labor Party
Waverley Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Surf Life Saving Club Committee (Chair)
- Cultural Advisory Committee
- Southern Sydney Regional Organisation of Councils – Board (Alternate)
- Southern Sydney Regional Organisation of Councils – Sustainability Program Committee (Alternate)



TONY KAY

Liberal Party of Australia
Waverley Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee (Deputy Chair)
- Traffic Committee (Alternate)
- Cultural Advisory Committee

*Subsequent to election as the NSW Government Member for Coogee from 23 March 2019, in accordance with the Local Government Act 1993, Cr Marjorie O'Neill resigned as a Councillor on 16 March 2021.



OUR ORGANISATION

OUR VISION

Connect, Create and Celebrate our People, Places and Partnerships.

OUR MISSION

Wow! This is Waverley.

OUR VALUES

“We are the guardians for our place and our people”

We work TOGETHER and with our community - in our teams and across Council, no silos; building collaborative partnerships

We CARE and demonstrate RESPECT – in our work and in our dealings with others, we take ownership for things, engaging and listening

We strive for EXCELLENCE – to do the right job and to improve and innovate

We DO WHAT WE SAY WE WILL – we honour our commitments and we are accountable.

COUNCIL IS MADE UP OF FOUR DIRECTORATES:

01

GOVERNANCE
AND FINANCE

02

PLANNING,
ENVIRONMENT
AND
REGULATORY

03

COMMUNITY,
ASSETS AND
OPERATIONS

04

CUSTOMER
SERVICE AND
ORGANISATION
IMPROVEMENT

OUR PLANNING FRAMEWORK

All councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework. The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and

sustainably for the future. The framework ensures long-term planning for the future, with the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to decision making which considers

the Quadruple Bottom Line - social, economic, environmental and civic leadership, and the social justice principles of equity, access, participation and rights. The diagram below shows the framework hierarchy:



THE COMMUNITY STRATEGIC PLAN: WAVERLEY COMMUNITY STRATEGIC 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 2018–2029 has a long-term outlook and covers 11 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters in an integrated manner.

DELIVERY PROGRAM AND THE RESOURCING STRATEGY

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

Operational Plan sits under the Delivery Program. It lists all the actions that the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals.

To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. Council has prepared three resourcing strategies to support

the delivery of the Community Strategic Plan. It consists of the Long-Term Financial Plan—Fifth version (LTFP 5.3), Strategic Asset Management Plan—Fifth version (SAMP5) and Workforce Plan—Third version.



EXTERNAL BODIES EXERCISING WAVERLEY COUNCIL FUNCTIONS

In accordance with a direction issued by the Minister for Planning on 22 June 2018, the Waverley Development Assessment Panel was renamed the Waverley Local Planning Panel (WLPP). The WLPP determines significant development applications (DAs) in the Waverley LGA, including those DAs with numerous objections or a

conflict of interest. The WLPP also provides advice to Council on planning proposals. The Minister sets the referral criteria and procedural requirements for the WLPP for Planning. The WLPP is made up of a pool of planning experts and meets monthly. Councillors are no longer involved in the decision-making process

for determining DAs, allowing them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. The WLPP meets on the last Wednesday of the month. Meetings are held at Council Chambers. In 2020–21, the panel had 13 meetings.

PARTNERSHIPS AND COOPERATION

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC), an association of local councils in the south eastern area of Sydney. SSROC provides a forum for the councils to deal with issues in common, particularly those that cross boundaries. Key topics under consideration include planning, environment, transport, community development, urban design, sustainability and local government management
- Waverley Library has a collaborative partnership with five SSROC libraries for the purchase of materials. Waverley Library shares a document delivery van with all libraries in the Sydney metropolitan area
- Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Committee, a coalition of six councils: Bayside Council, City of Sydney Council, Inner West Council, Randwick City Council, Waverley Council and Woollahra Municipal Council
- Council is a member of the Sydney Coastal Councils Group, which includes councils located on Sydney's coastline and aims to promote coordination on the urban coastal environment and waterways
- Council, in conjunction with Woollahra Municipal Council and Randwick City Council, runs the three-Council Regional Environment Program, which undertakes significant projects to achieve meaningful reductions in energy, water and waste across the Eastern Suburbs, including Solar my School, enabling the uptake of electric vehicles, and Compost Revolution
- Council and Woollahra Municipal Council are in partnership to share resources and workforces through the Alexandria Integrated Facility works depot and are in partnership to construct a new State Emergency Service facility to serve their communities jointly
- Council partners with 17 community organisations to provide critical services to the Waverley area and regionally through funding and subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing support, drug and alcohol services and domestic violence support
- Council jointly coordinates the Eastern Sydney Aged and Disability Interagency Network, and Eastern Sydney Youth Services Network with Randwick City Council
- Council coordinates the Homelessness Coalition and is an active member of the Eastern Sydney Homelessness Assertive (outreach) Collaboration, Eastern Sydney Domestic Violence Network, Eastern Sydney Commonwealth Home Support Forum and Eastern Sydney Elder Abuse Collaborative
- Council partners with the Bondi and Districts Chamber of Commerce to host the Waverley Business Forum, Bondi Winter Magic and the Waverley Local Business Awards
- Council is a member of the Cities Power Partnership (CPP), consisting of more than 100 councils from across Australia working together to tackle climate change.

OUR FINANCIAL SNAPSHOT

Council's financial position as at 30 June 2021 was sound.

HIGHLIGHTS

\$150.6m

total income from continuing operations

\$141.5m

total expenses from continuing operations*

\$152.6m

total cash, cash equivalents and investments

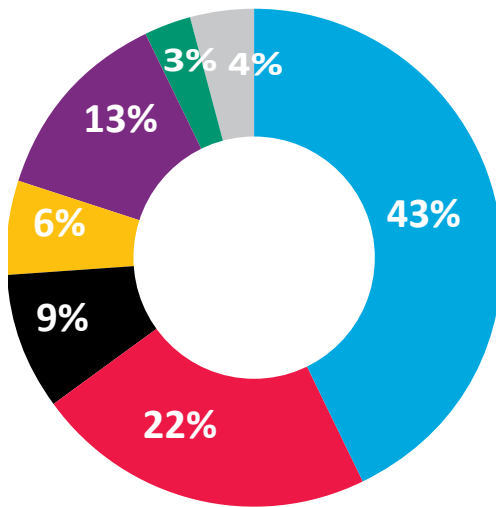
\$1.2b

net assets



Dover Heights

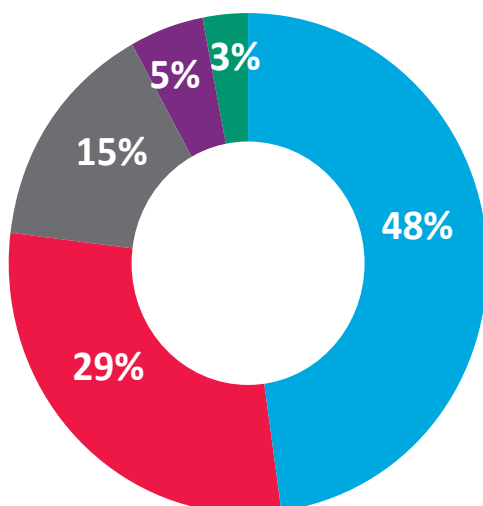
INCOME FROM CONTINUING OPERATIONS ('000)



- Rates and annual charges
- User charges and fees
- Other revenues
- Grants and contributions provided for operating purposes
- Grants and contributions provided for capital purposes
- Interest and investment revenue
- Other Income

Revenue Sources	Amount (\$ '000)	Per cent
Rates and annual charges	65,151	43%
User charges and fees	33,786	22%
Other revenues	13,745	9%
Grants and contributions provided for operating purposes	9,664	6%
Grants and contributions provided for capital purposes	19,185	13%
Interest and investment revenue	3,714	3%
Other income	5,366	4%

EXPENSES FROM CONTINUING OPERATIONS ('000)



- Employee benefits and on-costs
- Materials and services
- Depreciation and amortisation
- Other expenses
- Net losses from the disposal of assets

Expenses	Amount (\$ '000)	Per cent
Employee benefits and on-costs	68,278	48%
Materials and services	41,173	29%
Borrowing costs	82	0%
Depreciation and amortisation	21,441	15%
Other expenses	6,705	5%
Net losses from the disposal of assets	3,837	3%

PERFORMANCE RATIOS

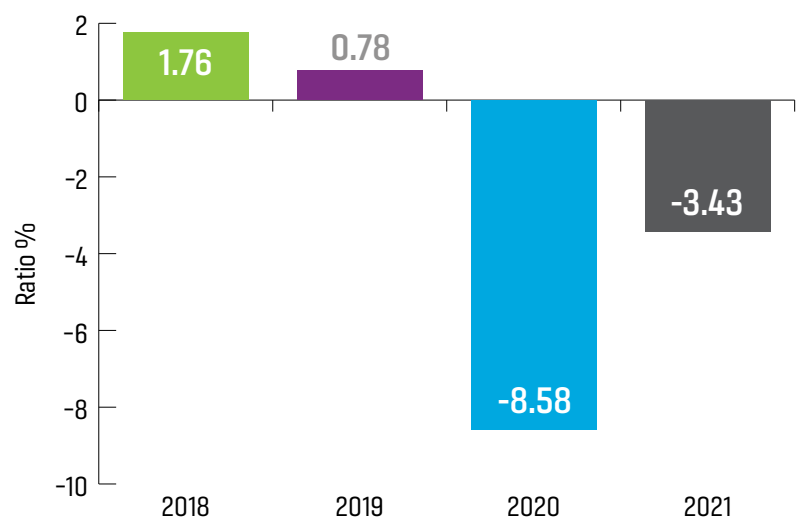
CASH AND INVESTMENTS

Council's Cash and investments amounts to \$152.6 million on 30 June 2021.

OPERATING PERFORMANCE RATIO

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

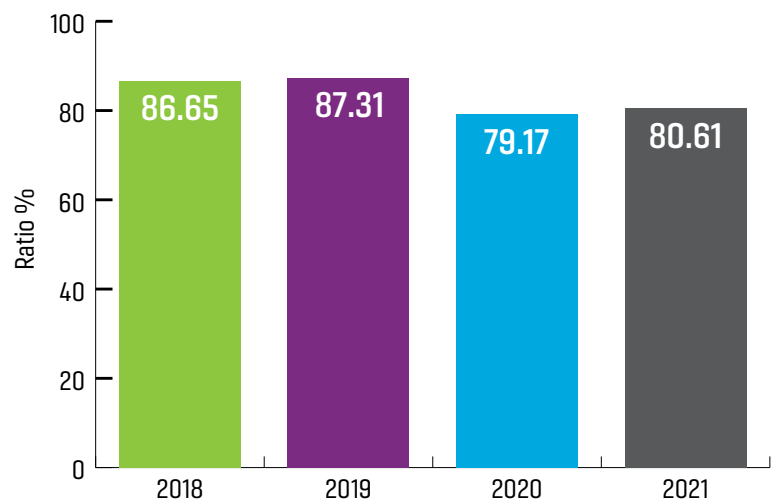
In 2020–21, Council's operating performance was continuously impacted by COVID-19. Council has experienced revenue loss from investment income and COVID relief package. However, Council is proactively managing its costs. As a result, the operating performance ratio has improved from 2019–20, but is still not meeting the industry benchmark of 0.00% for financial year 2020–21.



OWN SOURCE OPERATING REVENUE RATIO

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

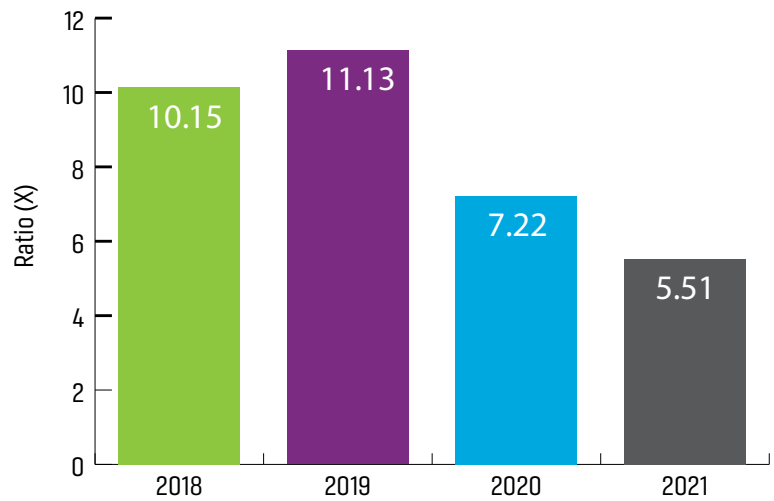
The ratio compares well with the industry benchmark of greater than 60.00%. It shows Council is less reliant on external funding sources to carry out its services & activities.



UNRESTRICTED CURRENT RATIO

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

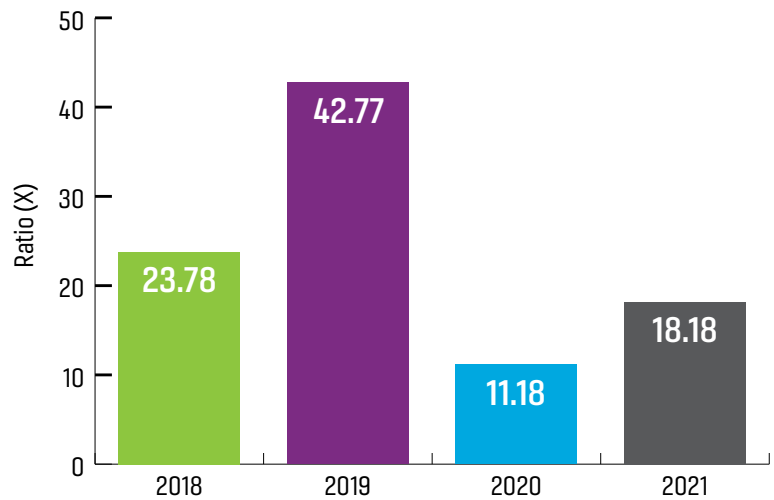
Council's liquidity remains strong with sufficient liquid assets on hand to meet short term obligations as they fall due. It compares well against the industry benchmark of 1.50x.



DEBT SERVICE RATIO

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

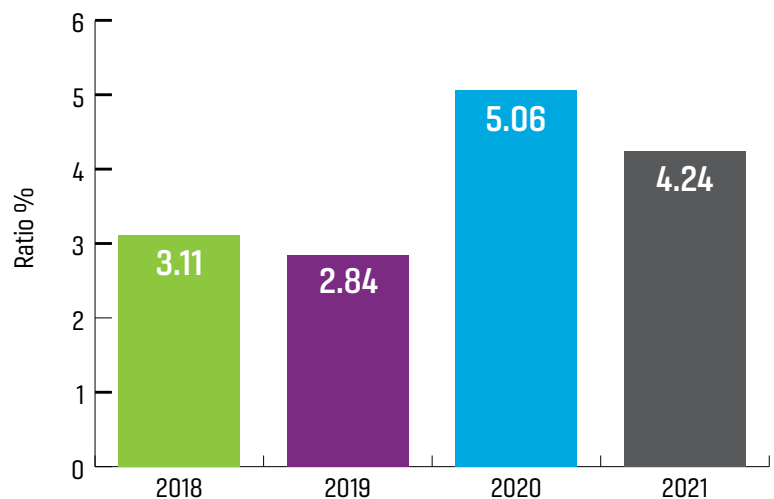
The ratio shows that Council has a strong capacity to repay additional debt and provides a favourable comparison with the industry benchmark of greater than 2.00x.



RATES AND ANNUAL CHARGES OUTSTANDING RATIO

The ratio is used to assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

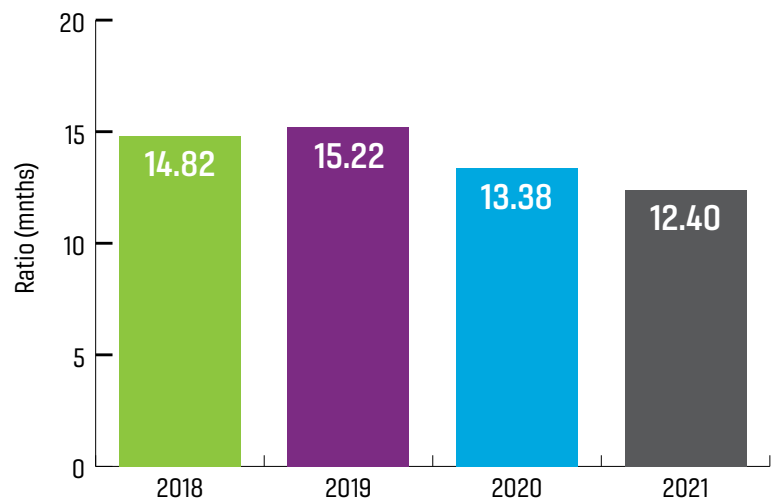
The ratio compares well with the industry benchmark of less than 5.00%.



CASH EXPENSE COVER RATIO

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

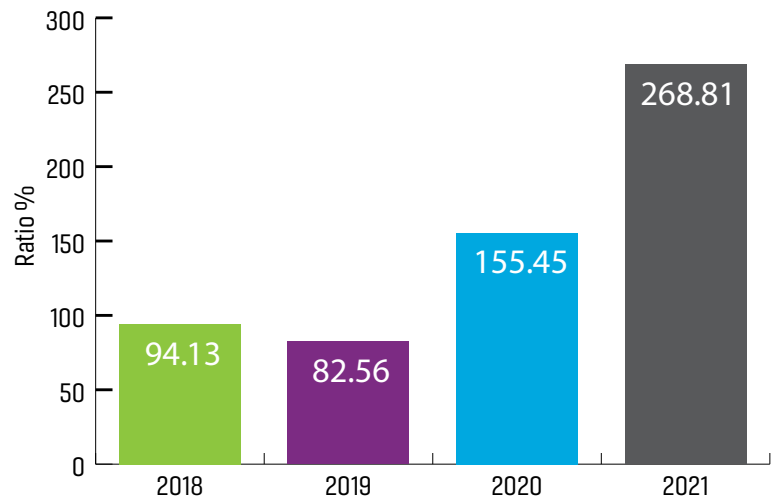
This ratio compares favourably with the industry benchmark of greater than 3.00 months.



BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO

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

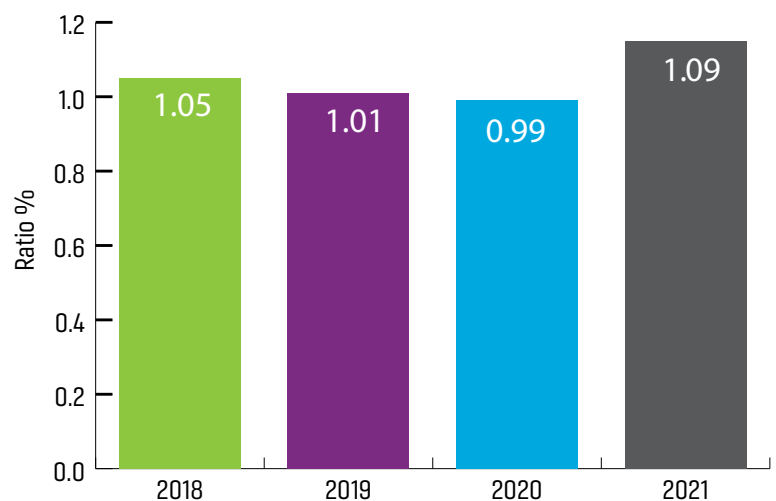
Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are keeping to the agreed community satisfactory level. The ratio meets the industry benchmark of greater than or equal to 100%.



INFRASTRUCTURE BACKLOG RATIO

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

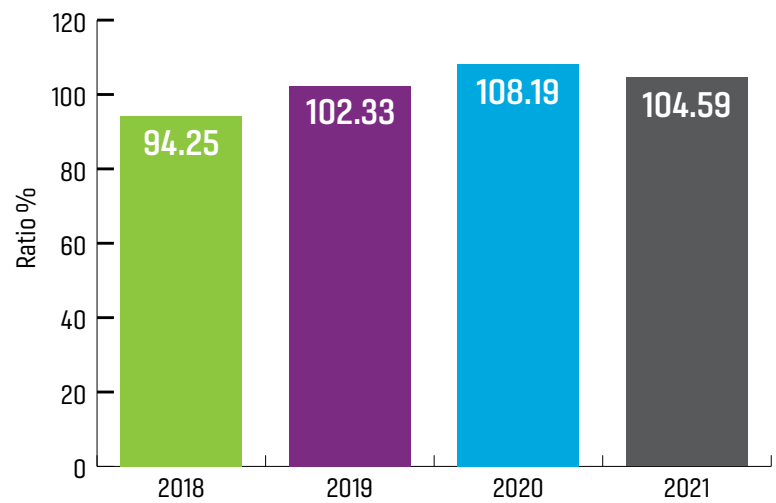
This ratio shows that Council has a small proportion of infrastructure backlog, and it compares favourably with the industry benchmark of less than 2.00%.



ASSET MAINTENANCE RATIO

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

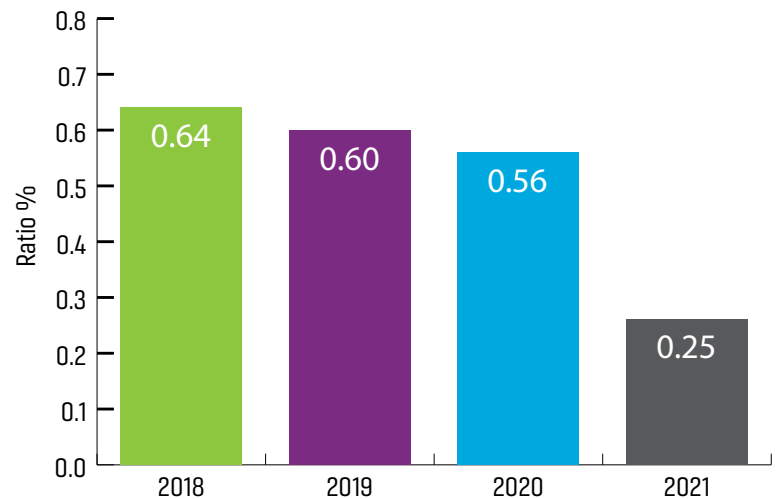
This ratio compares well with the industry benchmark of 100%. It indicates Council's spending on asset maintenance is sufficient to stop the infrastructure backlog from growing.



COST TO BRING ASSETS TO AGREED SERVICE LEVEL

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

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



GRANTS AND DONATIONS AWARDED

In 2020-21, Council awarded a range of community and small grants and donations amounting to \$528,471.

Grants/Donations Awarded	Amount(\$)
Total Grants/Donations	528,471
Community Grants*	314,553
Waverley Action for Youth Services (WAYS) Youth and Family	82,601
Beaches Outreach Program (BOP)	55,000
Wayside Chapel (Norman Andrew's House)	41,200
Bondi Toy Library	25,000
Holdsworth Community Centre	22,077
Randwick Waverley Community Transport	19,085
The Junction Neighbourhood Centre	19,000
Eastern Area Tenants Service (EATS)	18,990
Bondi Beach Cottage	10,000
Bondi Beach Playgroup	5,100
Sculpture by the Sea	5,000
Waverley Bondi Beach Band	5,000
Waverley Randwick Philharmonic Society	4,500
Australian Kiteflyers Society Inc.	2,000
* Community Grants are provided to enable the delivery of services that support the needs of children, women and families; young people and their families; tenants and people who are homeless; people with disability and older people; neighbourhood centres and outreach services.	
Surf Club Grants	92,540
Tamarama Surf Life Saving Club	33,797
Bondi Surf Bathers Life Saving Club	19,581
Bronte Surf Life Saving Club	19,581
North Bondi Surf Life Saving Club	19,581

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

Small Grants		121,378
Recipient	Purpose	Amount
Community and Cultural Projects		82,506
Cameron Stead	Into (Domestic Interventions)	5,000
Jacq Parkes	Hewlett Street Community Garden	5,000
Ocean Lovers Alliance	Litterarty – Schools Waste Art Competition	5,000
Ocean Lovers Alliance	Science and Ocean Labs Workshops	5,000
Robert Farotto	Babelica Down Under	5,000
Rose Bay Secondary College Music Committ	Bondi Pavilion Suite	5,000
Tamarama Surf Lifesaving Club	Holly Days Indigenous Nippers Program	5,000
Victoria West	Garden Improvement Project - Waverley Woollahra Art School	5,000
Waverley Action Group	Charing Cross Community Hub – Communication and Connections	5,000
North Bondi Surf Club	40th Anniversary Women in Surf	5,000
WAYS Youth & Family	A WAYS Safe Summer	4,000
WAYS Youth & Family	Youth Week 2021	3,718
Colette Reynolds	Sea Change – A look back at swimwear	3,000
World Wide Club of Odessites, Australia	Connections – Russian Speaking Seniors	3,000
Dover Heights Shule Inc	Chanukah in the Park	2,869
The Shepherd Centre	Kidscape – Learning program for deaf children	1,704
City East Community College Inc.	City East Mentor Program	1,500
Prince of Wales Hospital Foundation	Headspace at Home Vlog	1,400
Rachel Anne Buch	Womballicorns and the Reimagining of Australian Children's Literature	1,315
Flickerfest	Flickerfest International Short Film Festival	5,000
Head On Foundation	Provide infrastructure for artists	5,000

Small Grants		121,378
Recipient	Purpose	Amount
Environmental Projects		38,872
Various Environment Grants	Solar, Sydney Alliance and Zeitgeist Innovations	8,200
Building Futures Grants	Various Strata Plans	6,560
Bondi Bowling Club Co-operative Limited	Bondi Bowling Club Bore Water Conservation	4,000
Bondi Public School	Know Your Waste	4,000
Replated Pty Ltd	Takeaway Food Container Trial	3,500
Etz Chaim Ltd	Rainwater Tank	2,500
North Bondi Surf Lifesaving Club trading	Powered by Sunshine	2,500
Sondra Beram	No Takeaway Cups Bondi (Bru Café)	2,500
Transition Sydney Incorporated	Littering reduction with beach clean-up	1,612
Porch and Parlour	Milk Juggler System	1,500
Mount Zion Early Learning centre	Sustainable Garden Project – Gan Yeladim	1,000
Trio Bondi Beach	Increase Recycling	1,000



North Bondi

Part 02.

DELIVERY PROGRAM ACHIEVEMENTS



ARTS AND CULTURE

We 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, innovation and making our public spaces more visually appealing. The Art and Culture theme in the Waverley Community Strategic Plan 2018–2029 strives for a Waverley community enriched by opportunities to celebrate and participate in art and culture.



YEAR IN REVIEW

2020 MARK AND EVETTE MORAN NIB LITERARY AWARD

The Mark and Evette Moran Nib Literary Award is Council's annual celebration of Australian research and writing. In 2020, the award winners were announced online in November.

- Rebecca Giggs (Scribe Publications) won the Mark & Evette Moran Nib Literary Award for *Fathoms: The World in the Whale*
- Suzanne Leal (Allen & Unwin) won the Nib People's Choice Prize for *The Deceptions*.

This year six writers were finalists and winners of the Alex Buzo Shortlist Prize. The People's Choice Award received 435 votes. The public polling webpage had more than 1,000 page visits, demonstrating the community's strong interest in finding out more

about the finalists and the award generally. In light of the COVID-19 pandemic, the Nib Award winner's announcement event was organised online for the first time in 2020. The changed format was well received with more engaging online content. The recorded event was viewed around 700 times on Council's YouTube and Facebook accounts.

34TH WAVERLEY ART PRIZE

Narrative painter and former Waverley Artist in Residence, Phil James, was named Waverley Art Prize winner for his oil on vintage canvas *Still Life Day*.

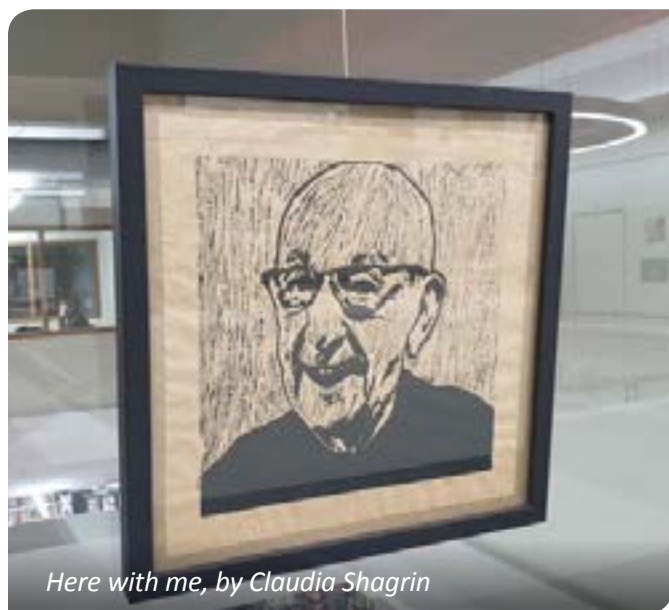
Still Life Day is a playful artwork depicting Phil James' trademark cartoon-style characters set. The Waverley Art Prize online exhibition was held in July 2020 and included voting for the People's Choice Prize. Rowan

Robertson was the recipient of the Mayor's Prize for *In the landscape of Spring*, and Luke Kennedy won the Oil Painting Prize for *Puts on new Nikes, walks out of Myer*. Other winners were:

- Catherine O'Donnell won the Drawing Prize for *Union Street*
- Sarah Edmondson won the Mixed Media category for *Sorry*
- Luke Cornish won the Printmaking Prize for *Anthropocene*
- Suzanne Alexander won the Acrylic Prize for *Summer*.

WAVERLEY YOUTH ART PRIZE

The Waverley Youth Art Prize is an annual event for emerging artists of 9–18 years of age, held over divisions: Junior (9–12), Intermediate (13–15) and Senior (16–18 years). In June 2021, the 36th Waverley Youth Art Prize winners were announced.



Here with me, by Claudia Shagrin



Families at the airport, by Zac Lusthaus



This year the theme was *We are family- ancestors, bloodlines and belonging*.

- In the Senior Category, Claudia Shagrin won the first prize for *Here with me*
- In the Intermediate Category, Joao Coelho won first prize for *The Family Tree*
- In the Junior Category, Zac Lusthaus won first prize for *Families at the airport*
- Molly North won the Best Interpretation of the Theme prize for *So Much More*
- Aerial Berger won the Best Sculpture prize for *A Family Lunch*
- Coco and Jet Batu-Sampson won the Best Video for *We have so much to learn from our FAMILY*
- Talia Lapedus and Pearl Collins won the Mayor's Prize for their works *Timeless* and *The Warmth and Character of the Collins Clan*.

This year's winners received art packs full of creative materials to help with their future masterpieces, while the Senior Category winner received a week's attendance at Sydney's National Art School.

FESTIVAL OF PLACE SUMMER GRANT

Council received an NSW Government Festival of Place Summer Grant. The grant was used to fund the Harmony Day 2020 concert in Oxford Street Mall, delivered in partnership with Sydney Improvised Music Association. The concert featured a diverse array of musicians. Approximately 800 people attended the event, resulting in a 10% increase in visitors to the area.

WAVERLEY ARTS AND CULTURE PLAN

The Waverley Arts and Culture Plan 2021–2026 was finalised and endorsed by Council at its meeting in April 2021. The Plan integrated the ideas and feedback received from members of the community in 2019. Consultation included an online survey (185 responses), focus groups with the community and stakeholders (35 participants), community intercept conversations (75 participants), and long-form submissions from community members, community groups, organisations and businesses (six submissions). In May and June 2020, officers conducted one-on-one meetings with all stakeholders

to refine the draft. Following the feedback received, the final version of the Plan was prepared and presented to Council.

Council has established the Waverley Arts and Culture Advisory Committee. The committee has met three times and will continue to provide expert advice to Council officers on the progression of goals, actions and measures outlined in the plan.

OUTDOOR AND FLAGSHIP EVENTS

Events and programs delivered during the year in partnership with community groups and creative organisations include:

- Head On Photo Exhibition, an exhibition of photographs along the Bondi Beach promenade railings
- Festive Decorations, a project to decorate and illuminate high visibility locations throughout the LGA with Christmas lights and decorations including street flags and a menorah
- Carols pop-ups, a Christmas Carols program delivered by several local musicians at various pop-up locations throughout the LGA
- Chanukah by the Sea, Jewish

community event hosted in North Bondi Park

- Chanukah in the Park, Jewish community event hosted in Dudley Page Reserve
- Flickerfest Short Film Festival, hosted in the Spiegeltent in North Bondi Park
- Bronte House open weekend
- Global Table, a multicultural event celebrating food, culture and entertainment from all over the world in Oxford Street Mall
- Pound Paws community event raising awareness for rescued pets. Council's small grants program supports this event
- Run for the Oceans, South Bondi Park
- COMMAS Fashion week show at Tamarama beach.

FESTIVAL OF THE WINDS

In response to the COVID-19 pandemic, the 42nd Festival of the Winds in 2020 was adapted and delivered as a series of online events on a purpose-built Festival of the

Winds website, as well as a short film project involving a modest display of professional kite displays on the beach.

The online program featured:

- *Let's Go Fly a Kite* online workshop for children with artist Julia Gutman offering a kiteflying inspired drawing session
- In partnership with Sydney Improvised Music Association, the Eishan Ensemble performed, drawing on contemporary and classical music traditions of both East and West
- Steampunk Poster online workshop with Wendy Murray, a fast, fun session for children exploring the world of poster design using typography tricks and steampunk creations
- The Science of Flight online workshop with artist and scientist Laura Jade for children to create an unusual flying machine and explore how crafts and creatures manage to take flight.

BORAT PROMOTION FILM PERMIT

In October 2020, Waverley hosted a major film promotion for the international launch of the latest Borat film. The production was undertaken in conjunction with Screen NSW and Amazon Prime. A six-metre-high statue of Borat was delivered by helicopter to Marks Park, where the international media awaited a live-streamed appearance from Borat on a giant screen. Activities such as Borat lookalikes surfing, spear fishing, riding skateboards and working out in the Bondi Outdoor gym were filmed around Bondi to support the main event. The highlight was forty Borat lookalikes performing yoga on the beach.

LIBRARY CREATIVE AND EDUCATIONAL PROGRAMS

Waverley Library delivered 143 creative programs, including 82 face to face programs and 61





Global Table

online creative events despite being physically closed due to COVID-19. These programs include Sketchflash, collage making, multicultural cooking classes, knitting, colouring in and children's craft.

Other programs delivered include 290 educational programs - 194 face to face and 94 online sessions. Topics ranged from Indigenous culture and music to health awareness. In addition, Children's

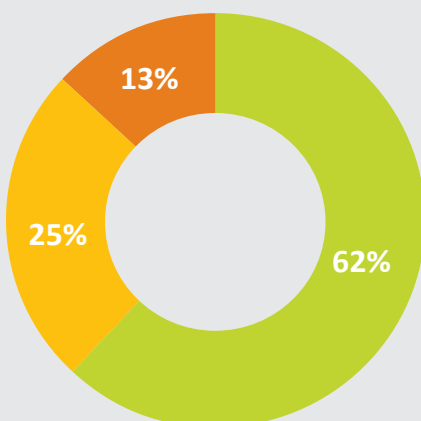
storytimes were recorded and uploaded to Facebook.

The first online storytime reached an audience of 3,434 people with more than 1,700 views. Technology programs catered for all ages and included Minecraft clubs, iPad and Facebook beginner sessions, online tabletop games and Ancestry.com.

School holidays programs for children included songwriting, performance, visual art and craft

workshops, creative electronics, cricket and cheerleading.

ARTS AND CULTURE



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Arts and Culture theme, 62% of the actions were completed, 25% are in progress and 13% are in progress but are impacted by COVID-19

Ron Land Centre



Bondi Music Week



COMMUNITY SERVICES AND WELL-BEING

We have a strong focus on 'not leaving anyone behind' and fostering a sense of community connections, belonging and pride. We aim to be at the forefront of reforms in addressing complex social issues, working with the community to ensure their well-being. This theme in the Waverley Community Strategic Plan 2018–2029 is about building a vibrant, caring, resilient and inclusive community.



YEAR IN REVIEW

OUR VISION FOR INCLUSION

Our Vision for Inclusion video was launched on 3 December 2020, the International Day of People Living with Disability. The video showcases the Waverley Community Living Program (WCLP) participants addressing bullying, employment, relationships and social stigma faced by people with disability. Living the Dream is a group of eight WCLP participants who meet regularly to work on projects that raise awareness of inclusion and human rights for people with disability. It is this group that created the video story, Our Vision for Inclusion.

PARTNERSHIPS AND OUTREACH INITIATIVES

- Funded by the Central and Eastern Sydney Primary Health Network, Council in partnership with Randwick, Woollahra and

Bayside Councils participated in and supported the Eastern Suburbs Domestic Violence Network's 'We're Better than that' campaign. The campaign targets domestic violence and promotes respect and healthy relationships.

- Council participated in the South East Culturally and Linguistically Diverse People Water Safety Committee, aiming to improve water safety at beaches, pools and other waterways for people from a culturally and linguistically diverse background
- In partnership with Randwick Council, the Eastern Sydney Youth Services Network (ESYSN) transitioned to online meetings to facilitate a connected network and monitor community needs. The ESYSN continued to meet online and was able to hold face to face meetings in March and May with representatives from 32 youth services organisations

The focus for these meetings included: support for young carers, the impact of funding reforms for local youth support and casework services, 2021 Census homelessness remuneration, NSW Police sexual assault reporting pathways and education support for disengaged young people. Eight ESYSN meetings were held in 2020–21, averaging 23 participants

- The Transition to High School for vulnerable students project was held in August 2021. This project is an outcome of a partnership with the NSW Department of Education and NSW Health School Link. Online meetings enabled high school staff to meet with feeder primary school staff to support for identified students. Forty-one primary schools, eight high schools and eight service providers attended to discuss issues affecting about



Our Vision for inclusion WCLP participants



Waverley Community Garden

120 students

- The Eastern Suburbs Homelessness Assertive outreach collaboration meets monthly to support people with complex needs sleeping rough. Regular outreach services are provided by the specialist homelessness services in Bondi Junction, Bondi Beach and other suburbs when people are referred for support
- In February 2021, Council coordinated the Eastern Suburbs Street Count in partnership with Woollahra and Randwick Councils. Twenty-eight people were counted in the Eastern Suburbs, with 14 people in the Waverley area. Over the years, Waverley has seen a gradual reduction in people sleeping rough. This is due to the success of the collaborative approach to addressing homelessness and NSW Government strategies developed in response to COVID-19
- Council was one of six Councils in NSW chosen to be part of the Council for Intellectual Disability, More than just a Job initiative. In September 2020, Council staff were trained to support employment and traineeships for people with intellectual disabilities within Council. It was co-delivered by Council for

Intellectual Disability and a resident living with an intellectual disability. Staff across five areas of the Council participated. The training provided good foundations for a more disability inclusive workplace

- The regional Ageing and Disability Interagency is convened by Council in partnership with the City of Sydney and Randwick Councils. More than 45 service providers attended the bimonthly online meetings. Issues discussed included reforms in the ageing and disability sectors, mental health, and carer supports. Council officers participated in the Abuse of Older People Collaborative and the Digital Inclusion Working Party. In October 2020, a digital inclusion webinar was held showcasing initiatives to close the digital divide
- Council staff participated in South Eastern Sydney Local Health District forums regarding health promotion initiatives related to COVID-19 and the vaccination rollout
- Neighbour Day was held in March 2021, engaging various shared garden groups and community members across Waverley. The event culminated in a Bushtucker

and Waterwise Gardening presentation at the Waverley Community Garden. This annual event provides opportunities for locals to meet one another and be inspired to join the growing urban gardening network in Waverley.

NAIDOC WEEK 2020

In November 2020, during NAIDOC week, an online Australian Indigenous Voices in Literature event was held with three Indigenous authors, with 60 people participating. In addition, an Aboriginal educator from Gujaga Child Care Centre ran a Dharawal language workshop for the children at Bronte Early Education Centre. Other centres were able to join in via Zoom.

WAVERLEY COMMUNITY AND SHARED GARDEN

In July 2020, a COVID-safe working bee was organised at Niblick Street Shared Garden engaging local residents, parents and children from Uniting Early Learning North Bondi.

In August 2020, Council with community members organised a COVID-safe working bee at O'Donnell Street Reserve to

reinvigorate the four raised garden beds at this location.

Council engaged two small teams to undertake COVID-safe garden maintenance and improvement work in the Waverley Community Garden in July and September 2020.

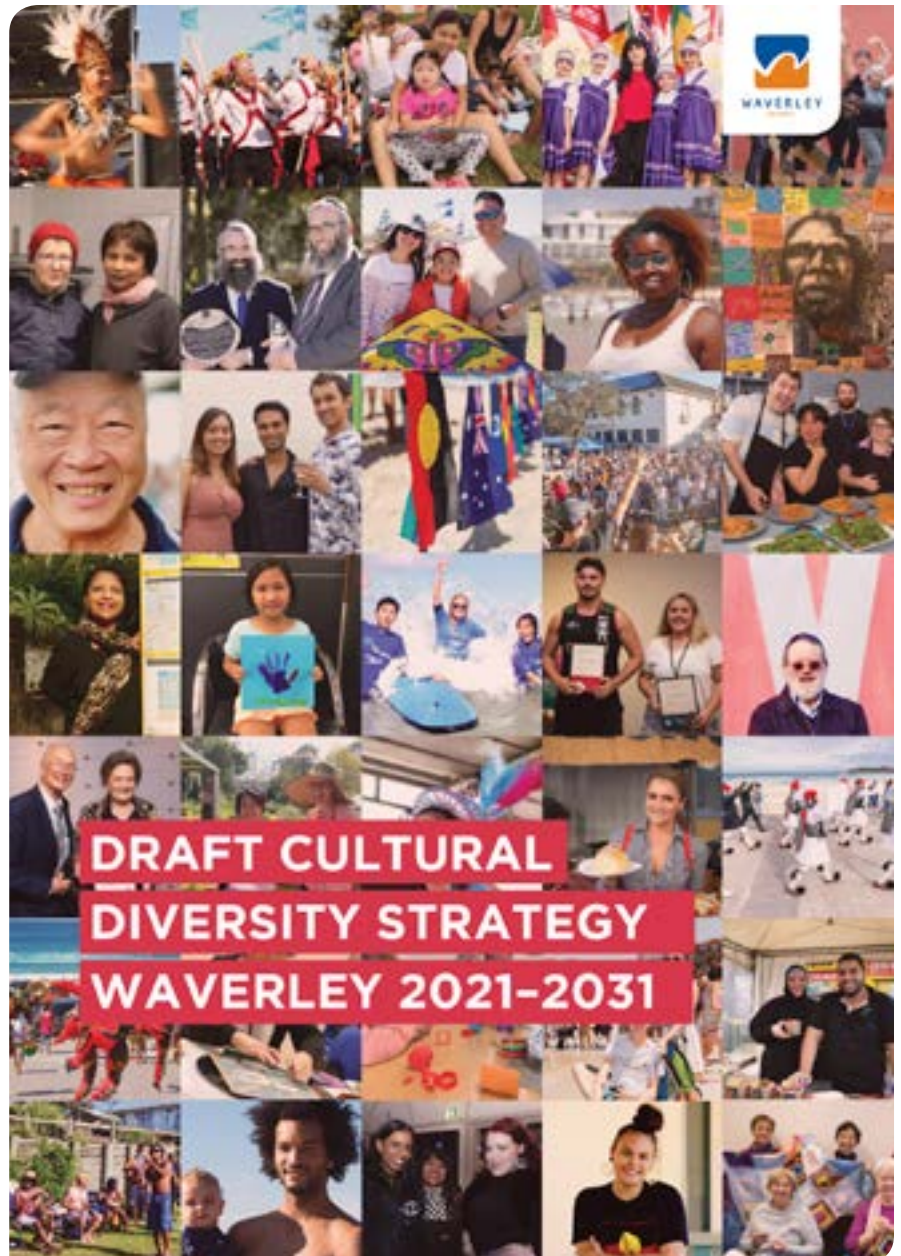
In July, a group from Salesforce were involved, assisting with weeding, pruning, sifting pebbles, installing the benches and shelves in the greenhouse, and moving mulch. In September 2020, a small group from Challenger Unlimited assisted in moving and sifting soil, creating a new secure space for our green bins, redesigning a pathway area in the garden, and pruning some overgrown trees.

The draft Public Gardening Policy and Verge Garden Guidelines was prepared. These documents, and a project control group were established to simplify and streamline the process for residents interested in gardening in public spaces.

Council continued to support more than 13 shared gardens in the Waverley community at multiple locations. Community gardens provide an opportunity for residents to connect with others, beautify their local community and contribute positively to the environment.

Shared gardens at Waverley Woollahra Arts School, St James Road Reserve and Henderson Street were re-established.

The Waverley Community Garden continued to thrive with 40 plot holders regularly accessing the garden. More opportunities were also provided for children, people with a disability and socially



isolated residents to connect with nature and one another through the engagement of new local groups. A Waverley Public Gardening Network was established for all LGA shared and community garden groups to connect via monthly gathering.

DRAFT CULTURAL DIVERSITY STRATEGY

The draft Cultural Diversity Strategy was placed on public exhibition in June 2021. The Cultural Diversity Strategy sets out a vision and roadmap for Council, partners, and the community, to work together to build and

maintain a welcoming and cohesive Waverley for people from culturally diverse backgrounds. It recognises that recent global trends and movements have local implications, including rising polarisation and intolerance, increasing our focus on the importance of planning for cities and communities that are socially just and resilient.

ELSA DIXON ABORIGINAL EMPLOYMENT PROGRAM

In 2020–21, six high school students were employed as school based trainees through the Elsa Dixon Aboriginal Employment Program, working in horticulture,

early education, and administration. One trainee who had begun in 2019 completed his traineeship in December 2020 and is now undertaking a four year apprenticeship in parks and gardens.

RECONCILIATION ACTION PLAN (RAP)

The RAP Advisory Committee was formed with six Aboriginal and Torres Strait Islander members representing the local Waverley community and the La Perouse community.

Raymond Ingre, the Chairman of the Gujaga Foundation, presented an online session to staff around

the history of La Perouse during National Reconciliation Week. More than 40 staff participated in this session.

A cultural audit and co-naming project has begun. Council is working with the Gujaga Foundation to identify appropriate room/space names in the local language for inclusion in the Bondi Pavilion.

WAVERLEY LOCAL HEROES 2021

In May 2021, Council hosted the Local Hero Awards at the North Bondi Surf Life Saving Club. The ceremony was held to recognise and celebrate the incredible work Waverley's volunteers do for our community. Rev Graham Long AM

was a guest speaker who affirmed the importance of volunteering for individuals and the community.

SUPPORT FOR CHILDREN, FAMILIES AND YOUNG PEOPLE

Council delivered multiple parent education sessions online in response to the COVID-19 pandemic. Information disseminated via newsletter and online focused on resilience and coping strategies. A webpage was created to house parenting resources and includes presentation videos providing a resource for participants and others unable to attend sessions. Parent seminars reached 285 community members. Seminars

Waverley Local Heroes 2021

Category	
STRENGTHENING COMMUNITY	
Winner	Louise Mulroney
Certificate of Commendation	Sondra Beram
COMMUNITY LIFE	
Winner	Lynette Smith
COMMUNITY VOLUNTEER	
Winner	Belinda Head
Certificate of Commendation	Robin Queenan
YOUNG LOCAL HERO AWARD	
Certificate of Commendation	Alice Lee and David Lee
WORKING TOGETHER	
Winner	WIRES Eastern Branch
Certificate of Commendation	Eastside Community Group Wilderness Society
SECOND NATURE CHAMPION	
Winner	Kit Shepherd
Certificate of Commendation	Maddie Ross



Consent Talk

held during 2020-21 included:

- Healthy Mouths for Kids 0 - 5 with the NSW Health Oral Health Service for South Eastern Sydney Local Health District (SESLHD)
- The Journey to Parenthood co-presented by Council Family Support and SESLHD Child and Family Health Service
- Early Years Development: information for families with children aged 0 – 5 presented by the Tumbatin Clinic, Children's Hospital, Randwick
- Talking with Teens about Challenging Teenage Issues – for families with children 10 – 17 years was held in partnership with WAYS Youth and Family
- Communication Development for Bilingual Children 0 – 5 was presented by Lighthouse Speech Pathology, Bondi Junction
- The Starting School Forum was held in partnership with Woollahra Council, local

primary schools and Early Childhood Australia

- Respectful Relationships and Consent in partnership with Woollahra Council.

Council prepared its first Child Safe Policy to guide Council and the community in developing strategies, attitudes and behaviours that keep children safe. The key message is that keeping children safe is everybody's business. A working group was established for the implementation of the Child Safe Policy across the Council.

The Bondi Blitz youth music festival is a partnership between Waverley and Woollahra Councils and WAYS Youth and Family Services. The minor COVID-safe event was held in November 2020 at the WAYS premises in Bondi Beach. Skate workshops were organised for small groups. In addition, a sexual health workshop and live music performances by local young bands were performed to a small live audience and streamed via social media, reaching approximately 500 to 1,000 community members. A

total of 33 young people were involved in designing and planning the event, and 47 young people participated in live activities on the day.

Youth Week 2021 was held as a COVID-safe event. This resulted in a Mini Bondi Blitz that gave an opportunity to young performers to perform a 40-minute set for a local audience of young people, families and community members at the Bondi Market in June 2021. The event was the vision of the youth reference group and provided practical experience in event planning and coordination and raised community awareness about issues such as mental health, education and career aspirations. Approximately 150 young people attended and 10 young people were involved in event coordination.

Launched during Youth Week 2021, the youth survey for young people aged 14 years received 148 responses. The feedback received will inform the next iteration of Waverley's Community Strategic Plan.

LOCAL SCHOOL ENTERPRISE PROJECT – VIRTUAL INDUSTRY TOUR AND STUDENT WEBINAR

The virtual tour platform was produced in partnership with Training Services NSW instead of the cancelled student career education forum due to COVID-19. The virtual tour was launched in local high schools during week two of Term 4, 2020 and featured Council staff sharing details about their diverse career pathways and available opportunities to young people who choose to apply for traineeships with Council. By November 2020, more than 100 students from Years 9 – 12 viewed the resource.

EARLY EDUCATION AND CARE SERVICES

In December 2020 and January 2021, three of our Early Education Centres were upgraded as part of Council's capital works program with significant enhancements to indoor and outdoor environments. During the upgrade, families were provided with education and care services at two alternative sites - Dover Heights and Woollahra Preschool, during the extended holiday closure.

Mill Hill and Gardiner Early Education Centres completed the NSW Department of Education assessment and rating in March 2021. Mill Hill received an exceeding rating in all seven quality areas, and Gardiner received an overall meeting rating, exceeding in three quality areas. In addition, Waverley Early Education Centres participated in the Waverley

Virtual Industry tour through the Regional Industry Education Partnerships program.

Council's four Early Education Centres and Family Day Care services have been highly utilised over the past year, with positive feedback from families. Children's Services intergenerational program in partnership with Uniting Edina was placed on hold due to COVID-19. However, the Family Day Care educators maintained a connection with the elderly residents by sending care packages and paintings created by the children.

PROGRAMS FOR OLDER PEOPLE AND PEOPLE WITH DISABILITY

Waverley Community and Seniors Centre

During the lockdown, Waverley Community and Seniors Centre delivered a fitness and social activities program via Zoom. The classes were well received. Centre staff also contacted clients to offer individual support. In November 2020, the Centre reopened for face-to-face classes, and operational changes were made to meet public health orders and to provide a COVID safe environment for participants and staff. In February 2021, all programs moved to Waverley Library during upgrades and restoration works at the Mill Hill Community Centre and Boot Factory in 2021–22.

Waverley Community Living Program

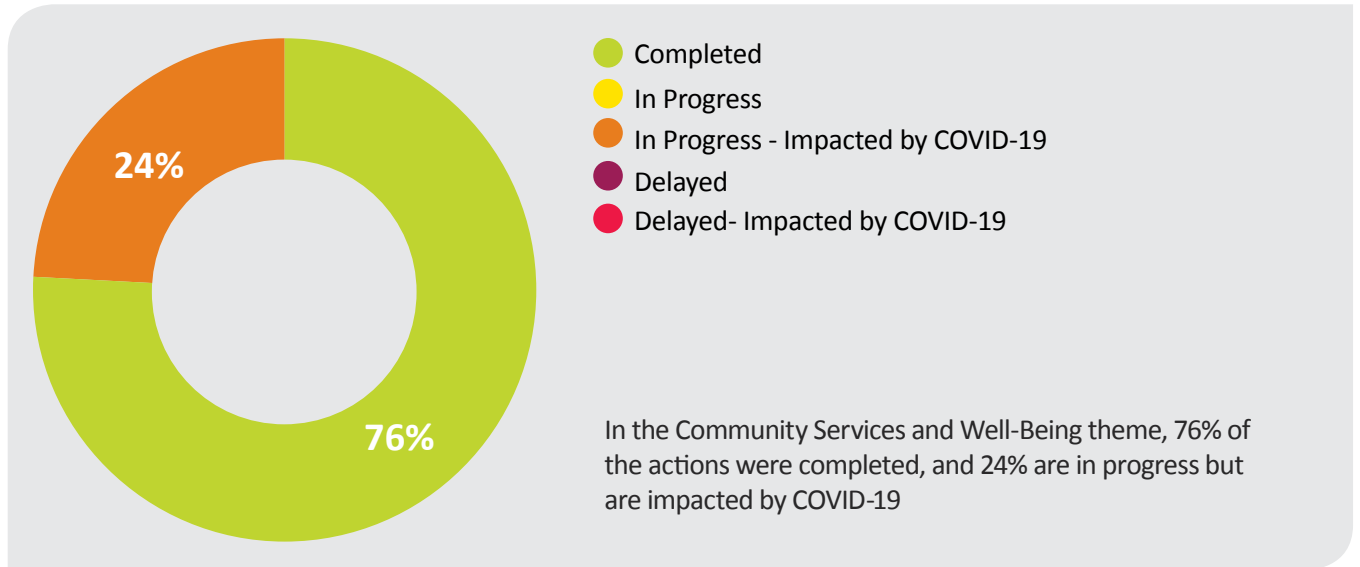
Council's Waverley Community Living Program (WCLP) continued to provide individual and group supports to participants living with

an intellectual disability. While some essential services continued to be delivered in person, many moved to remote service provision. Staff also supported participants and families to understand the COVID-19 public health orders, developed Easy Read information and supported people to get tested and vaccinated.

AFFORDABLE AND SOCIAL HOUSING REVIEW

The Affordable and Social Housing Review project was completed in May 2021. The consultant's report included research, analysis, comparisons and recommendations to improve Council's current model and suggestions for growing provision. An EOI for membership of the re-constituted Housing Advisory Committee was completed in May 2021 to focus discussion and provide feedback on future directions

COMMUNITY SERVICES AND WELL-BEING





Youth Week



RECREATION AND OPEN SPACES

Waverley has about 10 hectares of open space used by 74,000 residents, 27,000 workers and more than 3,000,000 tourists annually. This equates to approximately 1.43 hectares per 1,000 residents, where the standard is 2.32 hectares per 100 residents. The Recreation and Open Spaces theme in the Waverley Community Strategic Plan 2018–2029 aspires us to be a Council that is a leader and innovator in open spaces and recreational facilities that support a healthy, happy and connected community.



YEAR IN REVIEW

WAVERLEY OPEN SPACE AND RECREATION STRATEGY

In April 2021, Council endorsed its new Open Space and Recreation Strategy 2021–2031 for 80 parks and reserves and associated facilities such as sporting grounds, playgrounds and walking tracks. The Open Space and Recreation Strategy will guide Council in providing and maintaining the sport, recreation and open space facilities that meet community's needs now and into the future. The feedback received from the community informed the finalisation of this strategy. The focus areas for the next 10 years are to:

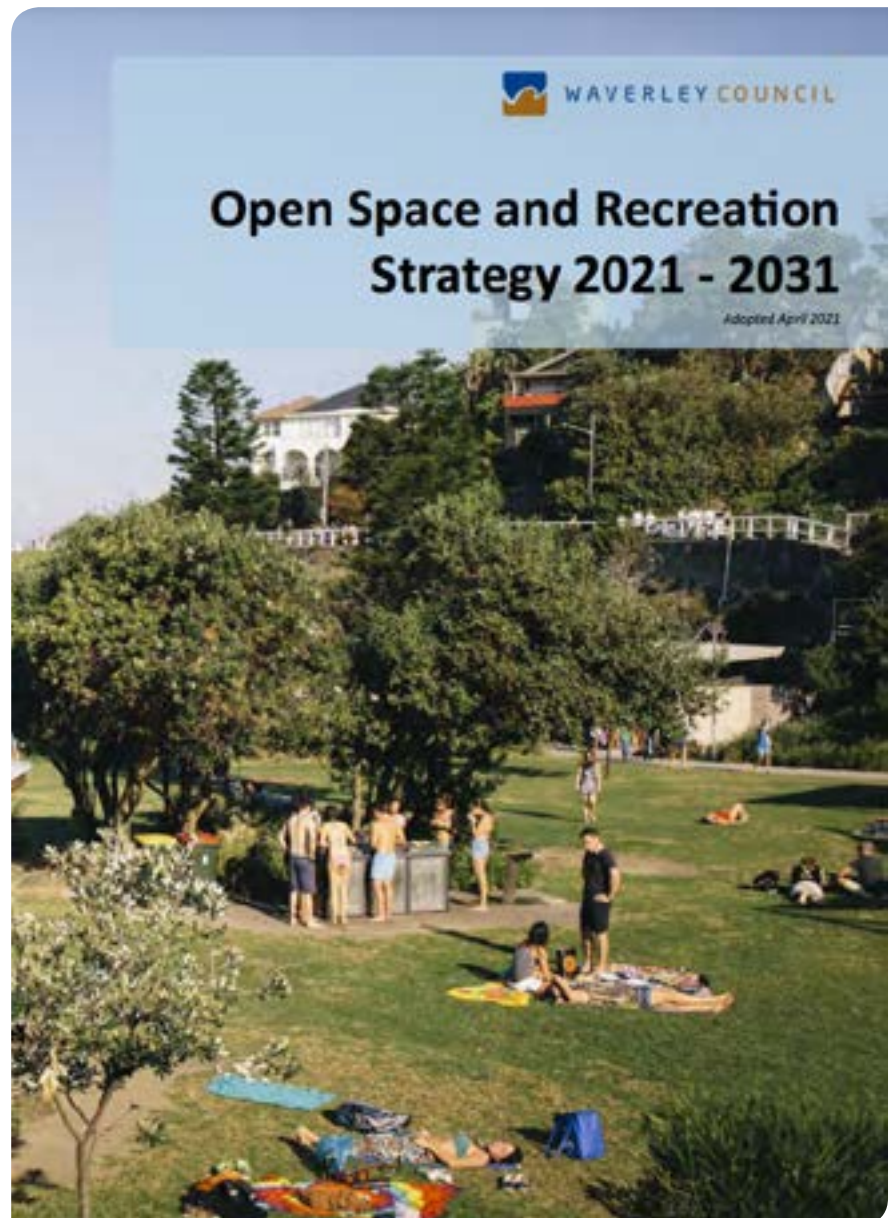
- Develop an open space network and hierarchy to guide management and maintenance activities in line with the level of activity, facilities and level of service for each space
- Adopt a maintenance and servicing framework for parks and reserves that relates to the open space hierarchy
- Increase the capacity of existing sports fields
- Explore opportunities to secure land in strategic locations to increase the provision of community recreation spaces
- Improve the pedestrian environment and wayfinding for walking routes around open and recreation spaces
- Improve provision of toilet and water fountain facilities at sports fields and along the cliff walk
- Establish a framework to support

ongoing community and stakeholder engagement in the planning and management of open and recreation spaces.

INCLUSIVE PLAY SPACE STUDY

Council completed an Inclusive Play Space Study to provide strategic

direction on providing inclusive play spaces where everyone can play - regardless of their age or ability. The Study completed in 2020 forms a supporting document to Council's Play Space Strategy 2014–2029, providing key guidance on access, inclusion, and equity when Council plans and designs new play spaces. The study also





Varna Park Upgrade

explores new concepts such as providing for intergenerational play.

The Inclusive Play Space Study was awarded the NSW-ACT Strategic Planning Award from Parks and Leisure Australia in 2021.

OUTDOOR PUBLIC SPACES

In September 2020, Council released a plan for the operational management of outdoor public spaces and beaches over summer. The purpose of the plan is to help Council manage beaches and open spaces in a COVID-safe way and in line with Public Health Orders and health advice. The plan covers Waverley's beaches, parks and reserves, the Bondi to Bronte coastal walk, picnic tables, BBQs, outdoor seating areas and outdoor fitness stations and playgrounds.

BONDI PARK PLAN OF MANAGEMENT

In June 2021, the Bondi Park, Beach and Pavilion Plan of Management was updated. The updates make provision for leasing and licencing to be awarded in the upcoming refurbished Pavilion building. The Plan of Management will continue to guide works at Bondi Park over the coming decade.

BONDI PARK IMPROVEMENTS

Bondi Park playground and fitness station was refurbished and re-opened in late 2020. The works to the playground included new fencing, multi-play equipment for toddlers, musical instruments, a nature play area and bubblers. Older play equipment, picnic shelters and softfall were repaired and refurbished, rubber softfall

replaced, water bubbler relocated, concrete pads provided to high wear zones and fitness equipment pieces were repaired as required. Works were completed in October 2020.

In Bondi Park, new paths were installed to two picnic shelters to create accessible links, sandstone paving was installed under the pandanas and new bins installed throughout the park.

VARNA PARK REFURBISHMENT AND FITNESS STATION

In 2019, Council received funding from the NSW Government through the Stronger Communities Fund to improve Varna Park. Two rounds of consultation were completed resulting in plans to make improvements across the park. Construction was completed

in 2021 and included:

- New picnic shelter to replace the existing picnic shelter which has reached the end of its useful life
- New exercise station
- New drinking fountains to replace the old drinking fountain
- New edging to the softfall mulch around the playground
- New bin enclosures with dog bag dispensers
- Removal of old seats which have reached the end of their useful life
- Removal and pruning of any unhealthy trees in the park
- New turf
- New park and wayfinding signs at park entries.

THOMAS HOGAN RESERVE IMPROVEMENTS

Council has completed improvements to the lower park in 2020. The design of these works was based on the master plan developed in the Plan of Management and subsequent consultation. Park improvements included:

- New universal access pathway connection from paved Francis Street entry to base of Martin's Avenue stairs and seats in the central lawn
- New equal access path to the community hall
- New decking area to the community hall, providing level universal access to the main entry and side entry (kitchen)
- Addressing the flooding issue around the community hall
- Improve the lawn area in front of the community hall



Bondi Park Fitness Station

- Improve light and growing conditions for the historic fig and lawn areas
- Bush regeneration of the reserve's slopes.

IMPROVEMENTS ON THE CLIFF TOP WALK

Following an asset assessment on structural integrity, safety, and serviceability of various accessway structures (stairs, footpaths, boardwalks and associated facilities) at Tamarama Park,

Eastern Avenue and Diamond Bay Clifftop Walkways, the following works were completed.

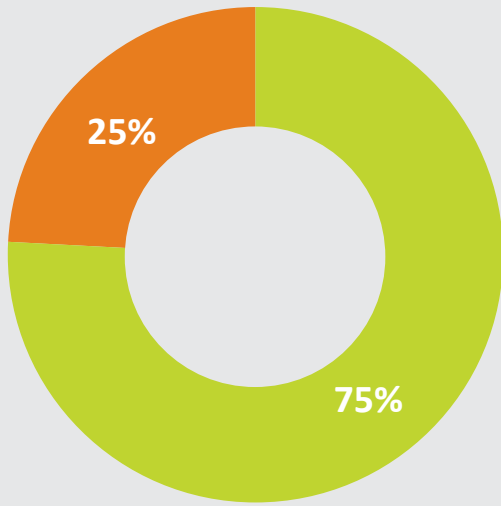
- Repair works in Eastern Avenue and Diamond Bay
- New sandstone stairs in Eastern Reserve control erosion
- Additional native planting and improvements to the entry to cliff top park.

Further works are rescheduled for implementation in 2022.



Thomas Hogan Reserve improvements

RECREATION AND OPEN SPACES



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Recreation and Open Spaces theme, 75% of the actions were completed and 25% are in progress but are impacted by COVID-19



LOCAL ECONOMY

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 Local Economy theme in the Waverley Community Strategic Plan 2018–2029 strives to promote a diverse and prosperous local economy.



YEAR IN REVIEW

BUSINESS AND CHILDCARE RELIEF PACKAGE

In June 2021, Council launched another round of business and community support measures to help local businesses during the current lockdown. The steps agreed to include direct financial support through fee waivers and childcare fee relief through the postponement of scheduled fee increases.

The business financial relief covers suspension of footpath seating fees as businesses cannot provide customer seating on footpaths under the current restrictions. Fees for sporting groups and venue hirers were waived during stay-at-home orders, while commercial waste fees and charges were

reduced due to reduced service level requirements.

Non-financial measures to ease business burden include:

- Relaxed enforcement of conditions of consent for restaurants to enable trade as takeaway-only services
- The continuation of Council's capital works program to support employment in the construction sector
- Procurement from local suppliers if consistent with statutory procurement regulations and prescribed delegations.

COVID-19 BUSINESS SUPPORT PROGRAM

Council established a business support program to provide financial relief to small businesses

experiencing hardship. Council encouraged eligible small businesses operating in the Waverley Local Government Area to apply for assistance. The program was open to small businesses as defined by the Australian Tax Office. The COVID-19 Business Support Program assists in the form of:

- Extended credit terms
- Commercial rent (rent relief for small businesses)
- Residential leases
- Licensed sporting groups (fee waived for the duration of the stay-at-home orders)
- External hirers of community venues (fee waived for the duration of the stay-at-home orders).



Bondi Junction

BONDI JUNCTION MINIMUM NON- RESIDENTIAL FLOORSPACE

The Bondi Junction Strategic Centre – Protecting and Promoting Non-Residential Floor Planning Proposal, which implemented a control to ensure no net loss of employment floorspace via Clause 6.12 Development on certain land in Bondi Junction and prohibited serviced apartments in the B3 Commercial Core zone was adopted by Council in December 2020 and was Gazetted on 19 February 2021.

BONDI INNOVATION FORUM

The inaugural Bondi Innovation Forum was held as an interactive online event held at Bondi Icebergs on 27 May 2021. Fifteen leading industry experts and accomplished entrepreneurs shared insights with more than 150 attendees on their journey and how to attract and

nurture innovation in a variety of business environments.

The themes of the Forum - creativity, innovation and entrepreneurship respond to Waverley's vision for Bondi and surrounds moving into the future. The event supported Waverley's business community and positioned Bondi and the Eastern Suburbs as a world class innovation precinct that aims to retain and attract innovators, nurture their creativity and support them to flourish.

LOCAL LEGENDS COMPETITION

To celebrate small businesses in 2020, Council launched the Local Legends Competition as part of the Keep it Local campaign. The community were asked to vote for their favourite local business for the chance to win a \$100 voucher to spend with any local business listed on the Keep It Local website. At the end of the competition, the three local business legends with

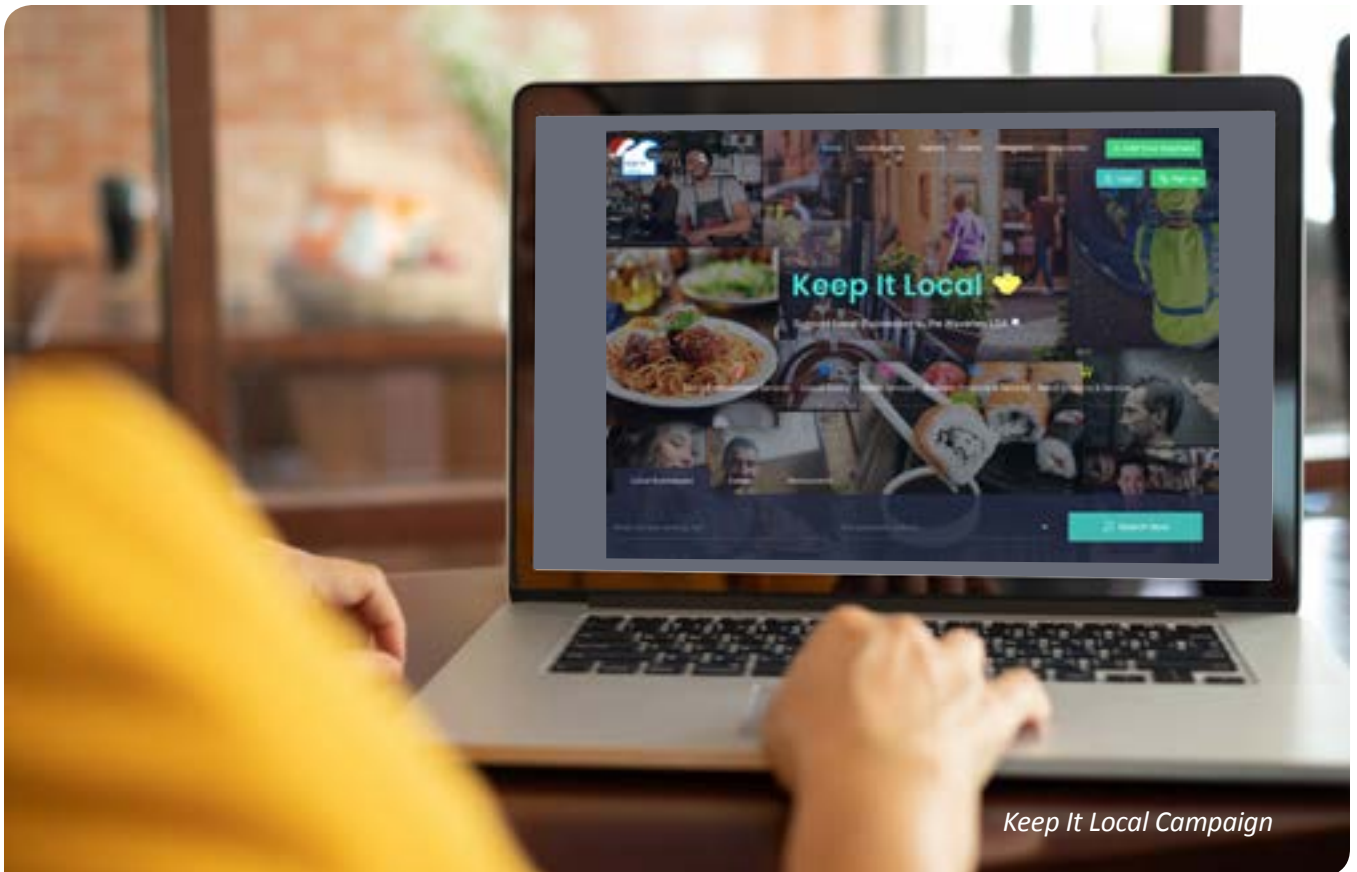
the highest number of votes each received a \$500 Keep It Local voucher. The business winners were Bru Coffee, Gertrude & Alice and Bondi Vixen.

SECURING RETAIL AND URBAN SERVICES

Council completed the Securing Retail and Urban Services study in 2021. The study considers the existing strategy and policy framework and trends and drivers likely to influence retail and urban services in the Waverley LGA. The study seeks to provide evidence to inform changes to Council's planning framework to better support the role of retail and urban services land in the Waverley LGA. This recognises the important role that retail and urban services lands have in cities' urban structure and functioning. The report also provides options for planning interventions for the Waverley LGA to address the future need for retail and urban services.



**BONDI
INNOVATION
FORUM 2021**



Keep It Local Campaign

FUNDING FOR SMALL BUSINESS WORKSHOP

A virtual grants workshop Get that Grant; Preparing, Finishing and Winning your next Grant, was held in conjunction with the Bondi and Districts Chamber of Commerce on 30 June 2021 for local businesses, stakeholders, and staff with more than 70 people in attendance. Council developed the Waverley Grants Hub for business, community and staff. The hub allows for staff and stakeholders to filter and find grants based on search criteria. In addition, the service allows for alerts to be created when suitable grants become available.

KEEP IT LOCAL CAMPAIGN

In partnership with Bondi and Districts Chamber of Commerce, Council launched the Keep It Local

campaign to support small businesses impacted by the COVID-19 pandemic. Through the initiative, the Chamber of Commerce hosted a dedicated online directory for Waverley businesses to list information about services offered and how the community can support them. A total of 167 businesses registered. Residents were encouraged to commit to shop locally and support local businesses.

COMMERCIAL CENTRE OCCUPANCY

Council conducts an audit twice yearly to measure occupancy trends and the industry mix at each commercial centre. The audits identify emerging strengths and issues in Waverley's commercial areas for better understanding and planning to meet the needs of business owners, residents and visitors.

The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instrument: Waverley Local Environmental Plan 2012 (aligns with commercial zoning and DCP village centre definitions – i.e. commercial centre). The designated study areas are:

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

OCCUPANCY RATES

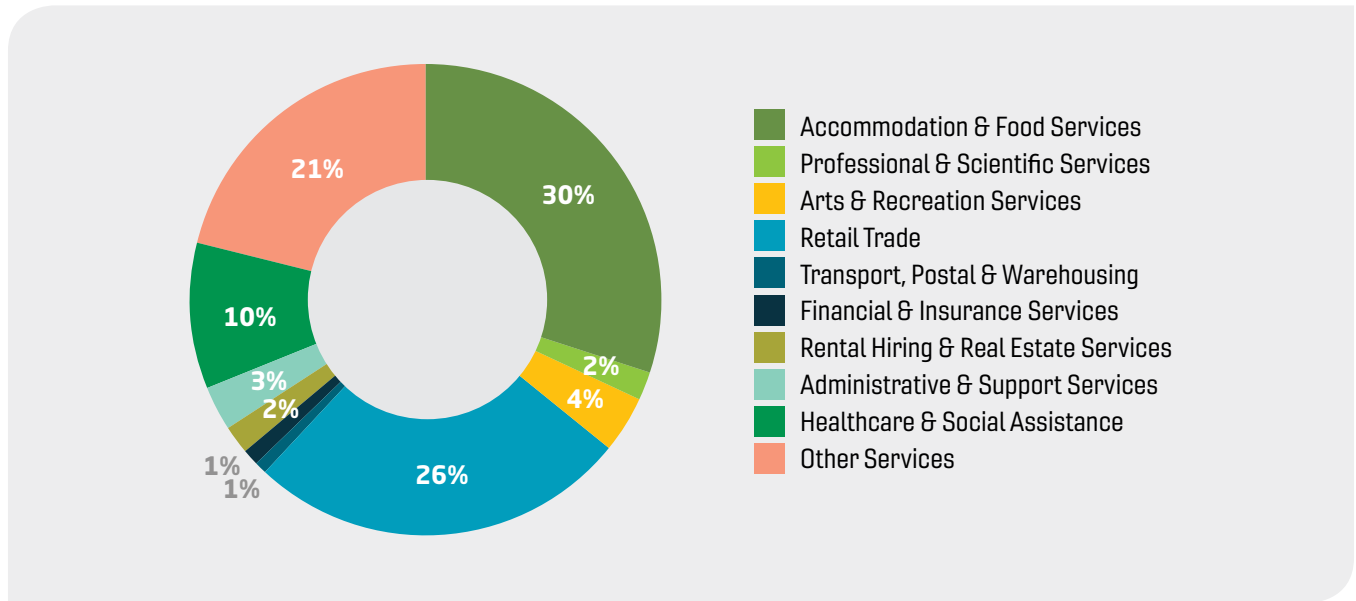
The following information is a summary of information for all of Waverley as of February 2021:

Commercial Centre	Occupancy % August 2019	Occupancy % February 2020	Occupancy % August 2020	Occupancy % February 2021
Charing Cross	89.6	88.0	89.2	86.4 ↓
Macpherson Street	94.3	91.3	92	88.1 ↓
Bondi Road	94.1	94.7	94.6	93.1 ↓
Bronte Beach	100	100	100	100
Rose Bay	94.1	95.2	94.1	92.6 ↓
Bondi Junction	89.2	90.0	88.8	86.3 ↓
Bondi Beach	93.1	92.2	90.2	91.7 ↑
Waverley (average)	93.8	93.0	92.7	91.2 ↓

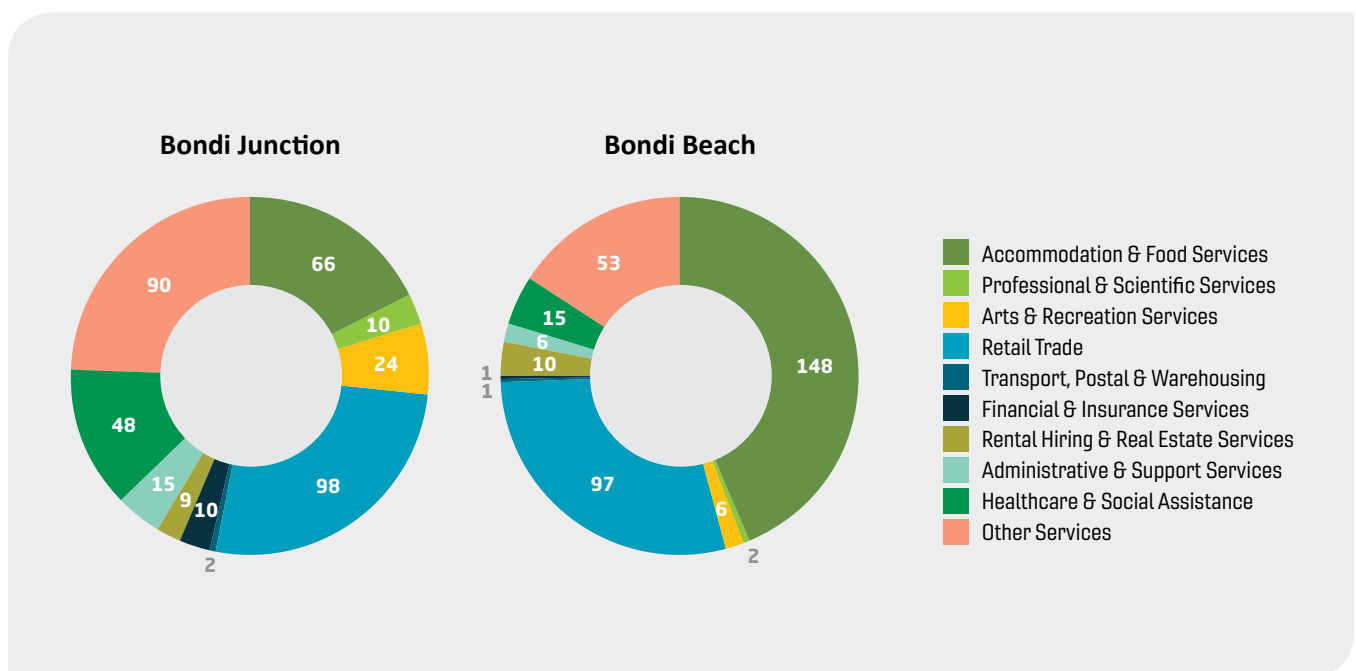
INDUSTRY MIX

Top three industries:

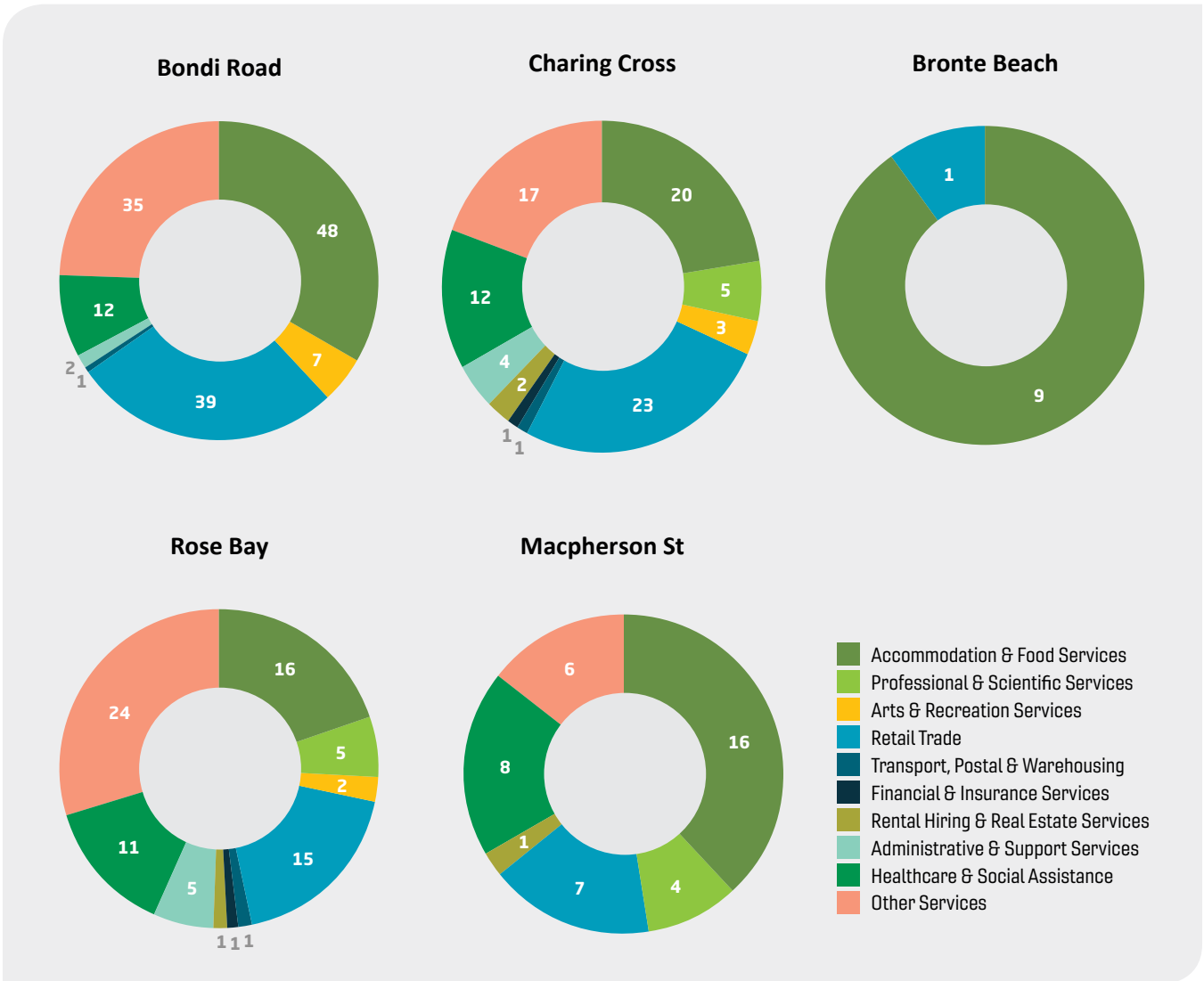
1. Accommodation & Food Services (30%)
2. Retail Trade (26%)
3. Other Services (21%)



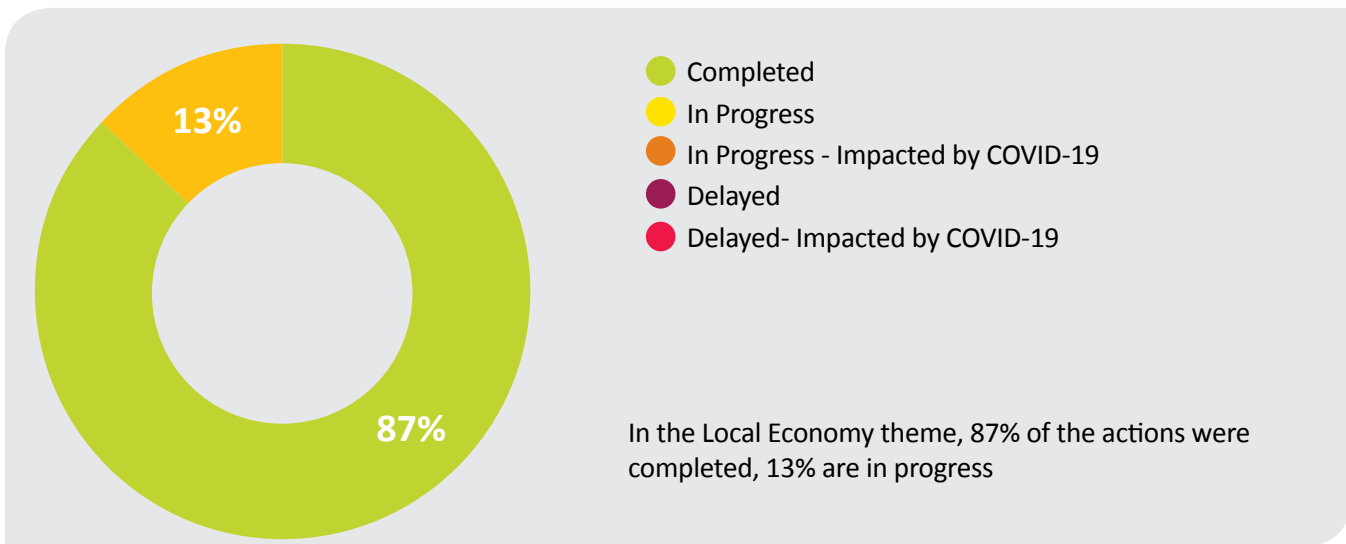
TENANCY MIX

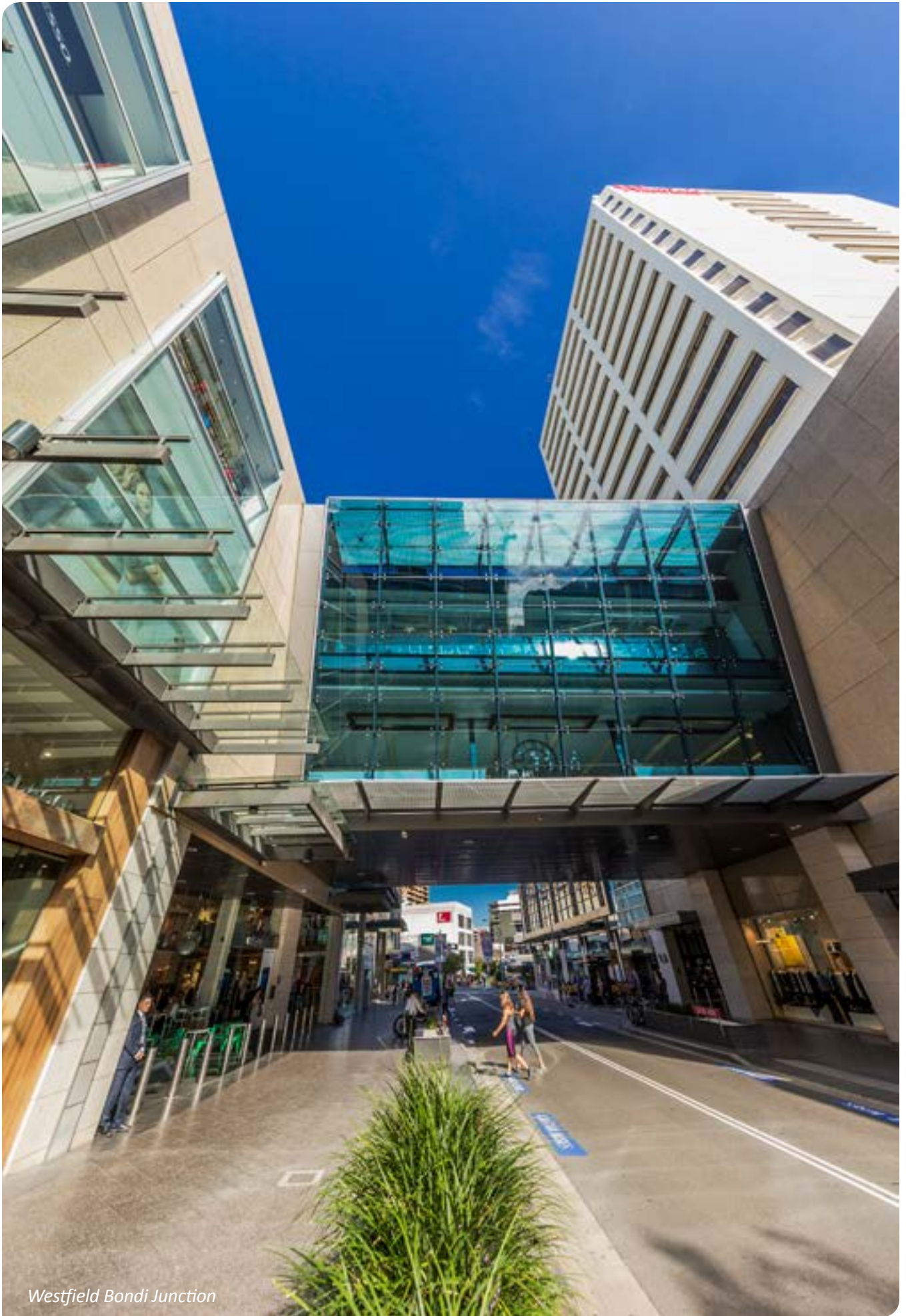


TENANCY MIX CONTINUED

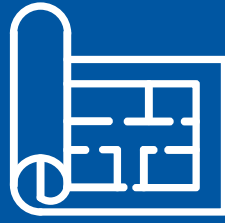


LOCAL ECONOMY





Westfield Bondi Junction



PLANNING, DEVELOPMENT AND HERITAGE

We facilitate architectural design excellence in building liveable homes, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical to Waverley. Council aspires to be a frontrunner and advocate for balanced development in Waverley. The Planning, Development and Heritage theme in the Waverley Community Strategic Plan 2018–2029 strives for diverse, liveable and sustainable places.



YEAR IN REVIEW

OUR LIVEABLE PLACES CENTRES STRATEGY

Our Liveable Places Centres Strategy provides a shared community vision for the future of our centres which may result in changes to development controls, and capital works projects to deliver some of the transport, public domain, and sustainability upgrades suggested in the strategy. The Strategy aims to celebrate the heritage and character of our village centres throughout the LGA, protect and enhance their character, improve transport connections and opportunities for active transport, in particular, to increase the amount of public space for gathering, and to ensure our centres are safe, lively and attractive places to be.

The Strategy proposes:

- To work with Transport for NSW (TfNSW) and neighbouring councils to deliver key transport infrastructure projects to

improve accessibility to Bondi Beach via Bondi Road and Curlewis Street

- To work with TfNSW to improve bus service and capacity along Old South Head Road and Bronte Road
- Prioritise public domain improvements in Bondi Beach, Bondi Road, Curlewis Street, Charing Cross, and Rose Bay North and South centres
- Provide sustainability upgrades and public domain upgrades across all centres.

Council adopted Our Liveable Places Centres Strategy on 3 December 2020.

On 16 April 2021, the Waverley LSPS Implementation Planning Proposal was submitted to the Department of Planning, Infrastructure and Environment (DPIE) for Gateway assessment. This Planning Proposal seeks to implement the key plan

based recommendations in the Our Liveable Places Centres Strategy, such as implementing a B2 Local Centre zone to protect the character of the medium-scaled centres, expanding some centres to reflect the existing uses more appropriately, and implementing active street frontages across all centres.

WAVERLEY AFFORDABLE HOUSING CONTRIBUTIONS SCHEME

The Waverley Affordable Housing Contributions Scheme ensures that lower income households continue to live and work locally within the Waverley LGA.

The Scheme aims to:

- Support a socially diverse community
- Capture value attributed to individual landowners through uplift granted by the planning system for the public purpose of affordable housing
- Expand Council's existing affordable housing portfolio.

The NSW Government released a ministerial direction requiring councils who wish to require land or contributions for affordable housing through a voluntary planning agreement must have an Affordable Housing Contributions Scheme. As a result, Council developed such a scheme.

Council adopted the Affordable Housing Contribution Scheme in November 2020. On 16 April 2021, Council submitted the Waverley



Affordable Housing Contribution Scheme Planning Proposal to the Department of Planning, Industry and Environment for Gateway assessment. This Planning Proposal seeks to enable the application of a 1% levy across all new apartment development and a 10% levy for Planning Proposals.

WAVERLEY VOLUNTARY PLANNING AGREEMENT POLICY

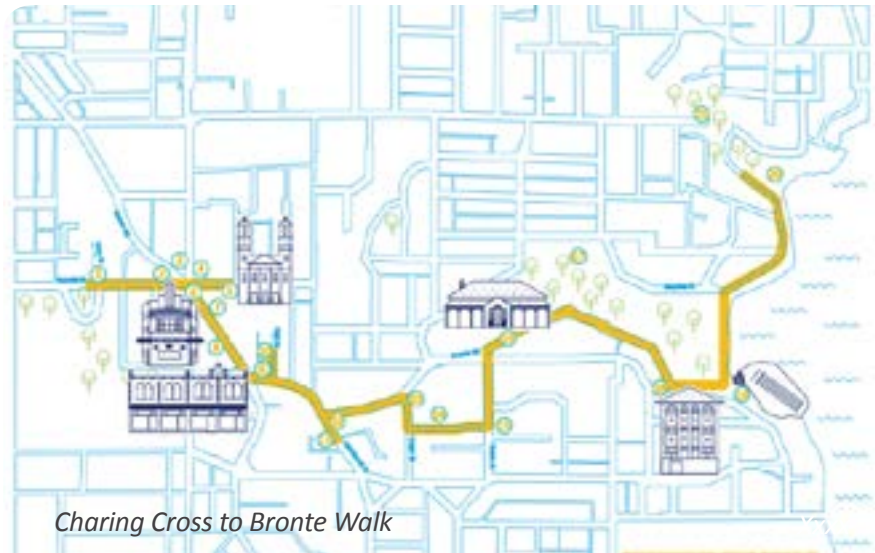
The Waverley Planning Agreement Policy is updated regularly to ensure it operates efficiently and correctly, and in line with the most current industry benchmarks.

Amendment 3 to Waverley's Planning Agreement Policy 2014 was adopted by Council in December 2020 and amended the Policy as follows:

- Updated standardised benchmark rates applied to development applications in line with current market conditions
- Updated the minimum split of VPA funds to affordable housing from 10% to 25%
- Incorporated housekeeping amendments relating to process improvement.

HERITAGE ASSESSMENT EXPERT PANEL

Council prepared a Heritage Assessment to demonstrate our value on heritage in all forms— built environment, landscapes and streetscapes. The Assessment will be used to inform Council decision making with regards to Development Applications and Planning Proposals, and to make recommendations for the future of Waverley's building and landscapes.



It will also inform the comprehensive review of the LEP and DCP.

The Heritage Assessment proposes:

- 59 new individually listed items added to Schedule 5 of the Waverley Local Environment Plan
- Four new urban conservation areas (Bondi O'Brien Estate, Bondi Basin Inter-War, Bondi Road and Avoca Estate)
- Four amended urban conservation areas (Charing Cross, Yanko-Lugar Brae [currently Evans Street], Grafton Street, Palmerston)
- One new landscape conservation area (Dickson Estate)
- One amended landscape conservation area (South Bronte Headland-Calga)
- One heritage significant trees site (Rowland Avenue – Bondi's first tram terminus)
- Expressions of Interest was sought to recruit members of the community on the Heritage Assessment Expert Panel.

More than 20 submissions expressing interest were received from community members. Council endorsed the panel in December 2020.

CHARING CROSS TO BRONTE WALK

The Charing Cross to Bronte Walk self-guided heritage walks were implemented in October 2020. The journey through a heritage conservation area is a story of colourful characters, of fortunes made and lost, a colony that became a country, an artists' colony that helped define it, and surf and swimming culture that became a permanent part of Australia's national identity. There are 21 spots as part of the walk.

AFFORDABLE HOUSING FOR NSW FAMILIES

Council contributed to a five-year campaign giving councils in metropolitan NSW the power to levy developers to pay for losses in affordable housing. It paves the way for councils in Greater Sydney, Newcastle and Wollongong to increase the number of affordable rental units for thousands of families on very low to moderate incomes.

Council successfully lobbied for the date to be removed from Part 3 of the NSW Affordable Rental Housing State Environmental Planning Policy (ARHSEPP), and from 1 February 2021, councils only need to prove whether a property was considered

affordable housing in the five years preceding lodgement of a development application, rather than 20 years before lodgement.

SUBMISSIONS MADE ON SIGNIFICANT ISSUES AND PAPERS

A submission to the proposed Housing Diversity State Environmental Planning Policy (HDSEPP) was made in September 2020. The HDSEPP aims to consolidate the following three existing SEPPs:

- State Environmental Planning Policy (Affordable Rental Housing) 2009 (ARHSEPP)
- State Environmental Planning Policy (Housing for Seniors and People with a Disability) 2004 (Seniors SEPP)
- State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes) (SEPP 70).

Key elements of the proposed SEPP that were supported include:

- Affordable Housing SEPP
 - Reducing the FSR bonus incentive for providing affordable housing from a 0.5:1 increase to a 20% increase of the FSR applicable to the site under any LEP
 - Boarding houses will not be mandated in the R2 Low Density Residential zone
 - Removing January 28, 2000, the date for low rental housing analysis and the onus of proving that the dwelling did not contain low-rental housing is on the applicant. (This has since been completed).
- Seniors SEPP
 - Application of LEP development standards to prevail over the SEPP development standards, except for sites over 2,000sqm. For sites more than 2000sqm incentive FSR will continue to be available
 - Proposal to remove point-to-point transport (taxis, rideshares) from meeting the location
 - Access to facilities requirement of the Seniors Housing SEPP
 - Removal of site compatibility certificate (SCC) and instead of specifying zones in the LEP.
- General
 - Co-living (new age boarding houses) added as a land use term.

In addition, the use of the build-to-rent definition was proposed to be mandated in the B3 Commercial Core Zone. Council's submission strongly objected to this, given that this is residential use and would undermine the recent work undertaken by the Council and the Department of Planning, Industry and Environment (DPIE) to protect employment floorspace in the B4 Mixed Use zone within the Bondi Junction Centre. Following this submission, DPIE implemented the build-to-rent use within the B3 Commercial Core Zone. Accordingly, Council has submitted a Planning Proposal to the Department of



Waverley Aerial View



Planning, Industry and Environment for a Gateway determination that seeks to implement the same protections in the B3 Commercial Core Zone as recently applied to the B4 Mixed Use zone in Bondi Junction only.

A submission was made to the Design & Places Reforms Package in April 2021. The Design and Place SEPP Explanation of Intended Effect (EIE) provides a solid foundation for the draft Design and Place SEPP to be prepared. In addition, the submission provided feedback on a range of issues, including development scales, the creation of a principles-based framework, revised and new design guides (Apartment Design Guide, Urban Design Guide, Design Review Guide), and sustainability and resilience. A draft SEPP is likely to be exhibited towards the end of 2021 for further comments.

A submission was made to the Building Business Back Better Complying Development Reforms in May 2021. The proposed reform package identified an opportunity for the Codes SEPP to be updated to reflect current building requirements better, allowing the

industry to quickly adapt to new technologies, market trends and business models.

The overall objectives of the proposed amendments were supported in the submission. Specifically, the notion of undertaking planning system reforms to drive the economic recovery of NSW, support the future of work, and encourage innovation and productivity.

A key concern was the proposed encroachment of complying development into buildings that are either heritage items or in a heritage conservation area. The submission outlined strong opposition to this and recommended strengthening of heritage protections under the SEPP Exempt and Complying Development Code.

A submission was made to the Employment Zone Reforms Framework in June 2021. The Reforms seek to deliver a simplified planning framework for development in current Business and Industrial zoned land. The proposed reform replaces the 12 business (B1–B8) and industrial

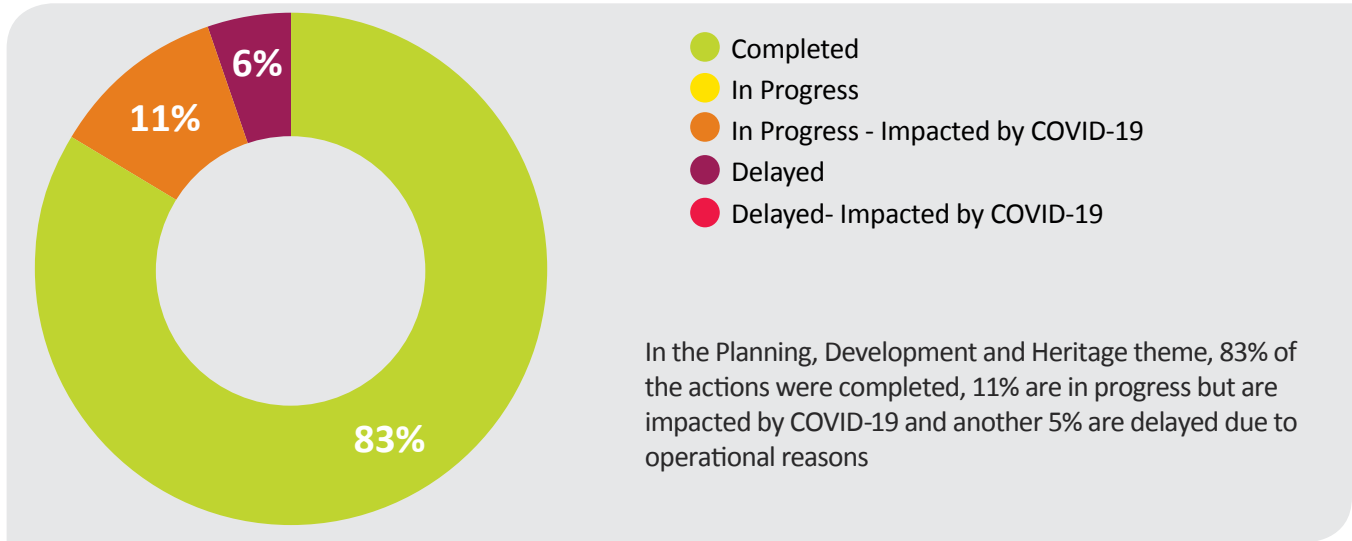
(IN1–IN4) zones with five core employment zones.

The proposed changes would have the key impacts in the Waverley area are the consolidation of the B1 Neighbourhood Centre and B2 Local Centre Zones. Waverley's submission outlined that this is not supported, as this would undermine the recent strategic work that Council undertook in the preparation of the Our Liveable Places Centres Strategy in 2019–20.

DRAFT LOCAL CHARACTER STATEMENTS

Council prepared the draft Local Character Statements that describe the look and feel of an area, according to the Department of Planning, Industry and Environment's Local Character Guidelines. These Statements were exhibited; however there remains uncertainty about the implementation mechanism under the LEP or DCP. The Statements will be finalised in 2022.

PLANNING, DEVELOPMENT & HERITAGE





Dover Heights



TRANSPORT, PEDESTRIANS AND PARKING

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. The Transport, Pedestrians and Parking theme in the Waverley Community Strategic Plan 2018–2029 strives to make Waverley a place where people can move around easily and safely and our streetscapes are welcoming and inclusive.



YEAR IN REVIEW

BONDI JUNCTION CYCLEWAY AND STREETScape UPGRADE

Work is underway to implement the Bondi Junction Cycleway and Streetscape Upgrade project. The priority cycleway route is being implemented as part of the Complete Streets project. The separated cycleway travels through Bondi Junction Commercial Centre and will link Bondi Road to York Road via Oxford Street, Bronte Road, Spring Street and Denison Street. The new cycleway will connect to the city via existing cycling infrastructure at the north-eastern corner of Centennial Park.

The streetscape upgrade includes improved safety with new and

updated signalised crossings, new street trees, street lights, street furniture, garden beds and reconstruction of roads and footpaths.

The Bondi Junction Cycleway and Streetscape Upgrade works were completed in Oxford Street (from St James Road to Denison Street), Denison Street (from Oxford Street to Spring Street) and Spring Street (from Denison Street to Bronte Road). The cycleway was opened along these streets in mid-June 2021.

The project's next stage on Bronte Road (from Ebley Street to Oxford Street) has commenced construction and is scheduled for completion in November 2021. Works have also commenced on

Oxford Street (from Grosvenor Street to Adelaide Street and will continue in 2022).

PICK-UP/DROP-OFF (PUDO) PROJECT

In 2020, Council installed 10 new kerbside pick-up/drop-off (PUDO) bays across Waverley in a trial aimed at increasing pedestrian and motorist safety, access to transport links and shared transportation. The PUDO bays provide access for ride share vehicles, taxis and the general public to pick-up and drop-off passengers safely in high traffic areas such as the Bondi Junction Interchange and Bondi Beach, with two endorsed mobile apps connecting them to the bay locations. This Smart City Transport and Parking initiative is a joint



Artist's impression of Bondi Junction Cycleway



Artist's impression of Charing Cross

project between the Council, Transport for NSW, ride share operators and other stakeholders.

To support the Smart City Transport and Parking initiative, Transport for NSW launched the Waverley Transport Innovation Challenge in February 2020, which called on innovators, entrepreneurs and start-ups to create a Mobility-as-a-Service (MaaS) application. The MaaS concept proposes a seamless travel experience for planning, booking and purchasing transport while also reducing the need for individually owned assets such as cars. As a result of the challenge, two MaaS apps were endorsed. Both Moovit and Wave will help the community plan their journeys around Waverley more efficiently and conveniently get to and from the PUDO points

The new PUDO bay locations are available to the community and customers through Google Maps, the Wave and Moovit apps that offer multi-modal trip planning in addition to being linked into the Uber App. TfNSW undertook a trial of camera based, and privacy

enabled artificial intelligence monitoring of three of the PUDO bays to understand the usage for such initiatives. The bay monitoring showed strong community uptake. Waverley's first PUDO bay was installed outside Bondi Junction Interchange in Grafton Street. Other locations include:

- Glenayr Avenue south side between Glasgow Avenue and Beach Road
- Curlewis Street north side between Campbell Parade and Gould Street
- Roscoe Street north side between Gould Street and Gould Lane
- Hall Street north side between Gould Lane and Campbell Parade
- Campbell Parade west side between Lamrock Avenue and Hall Street
- Hall Street north side between O'Brien Street and Gould Street
- Adelaide Street west side between Oxford Street and Grafton Street
- Ebley Street, near the entrance to Eastgate Shopping, Bondi Junction
- Bronte Road west side between

Ebley Street and Spring Street (Installation following completion of the Bondi Junction Cycleway).

CHANGES TO SPEED LIMIT IN WAVERLEY

To achieve vision zero, with zero fatalities and minimal serious injuries, Council is working with Transport for NSW to reduce speed limits from 50km/h to 40km/h across the Waverley Local Government Area. In various community consultations, Waverley residents raised concerns around pedestrian safety and the overwhelming need for cars to travel slower in their neighbourhoods. The project will be completed in stages. Stage 1 stretches from Bondi Road and Syd Einfeld Drive to the southern boundary of the LGA. The project will include:

- Installing Council endorsed traffic calming treatments (throughout stage 1) in 2021-22
- Removing old, excessive signage
- Transport for NSW will install new 40km signage.

CAR PARK ACCESS INFRASTRUCTURE UPGRADE

Council operates three off-street car parks in Bondi Junction – at Eastgate, Hollywood Avenue and the Ron Lander Centre at Waverley Library. Council endorsed the installation of a hybrid car park access system for its three car parks. The system will contain integrated automatic number plate recognition and ticket system technology. The project also includes the installation of a new computer network. The Tender process is nearing completion, and project completion is scheduled for completion in early 2022.

The new access infrastructure upgrade will provide the latest in car park access technology

significantly improving the customer experience and ensuring the efficient and effective operation of Council Car Parks.

SCOOTER AND MOTORBIKE PARKING IN WAVERLEY

Council is currently in the process of developing a strategy to maximise scooter and motorbike ownership in Waverley. Council recognises that scooters and motorcycles are a popular form of travel in our area and is looking at ways to better support riders.

A motorbike/scooter parking strategy and action plan will be prepared. The strategy will review current motorbike/scooter parking networks and identify opportunities to continue to

support motorbikes/ scooters as an alternate form of travel.

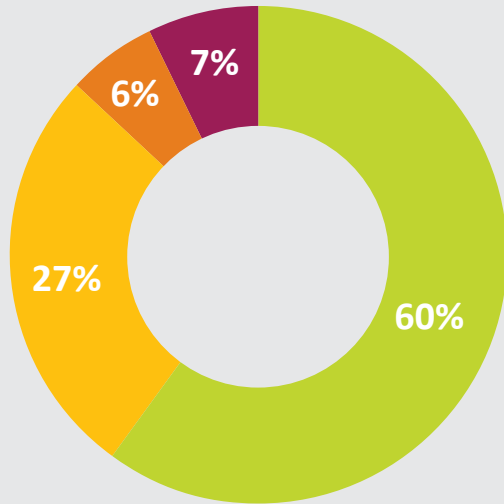
Council will also investigate the introduction of free parking within metered areas and explore new areas for parking, including options for but not limited to:

- Ways of promoting household motorbike parking permits to increase take-up and include unit owners/renters
- Reduced costs for parking for motorbikes
- Reduced costs for fines for motor bike infringements.



Notts Avenue Street and Safety Upgrade

TRANSPORT, PEDESTRIANS AND PARKING



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Transport, Pedestrians and Parking theme, 60% of the actions were completed, 27% are in progress, another 6% are in progress but are impacted by COVID-19 and 7% are delayed due to operational reasons



BUILDINGS AND INFRASTRUCTURE

From beautiful parks and safer streets, to our public facilities, we are working to improve the local area. To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climatic changes and potential flooding. The Buildings and Infrastructure theme in the Waverley Community Strategic Plan 2018–2029, aims to make Waverley an industry leader in sustainable asset management.



YEAR IN REVIEW

BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

Restoration and conservation works are progressing at Bondi Pavilion to ensure the building's continued conservation and functional upgrades are completed to service the community needs.

Demolition works are 90% complete, and restoration works have gathered pace. Some key construction milestones have been achieved in the main atrium, courtyard, bathrooms, flexible cultural space and ground floor areas. Another project highlight is the continuing progress in delivering environmental and sustainability initiatives under the

5-Star Green Star Rating system. Overall, the project is progressing well and is on track for completion on time.

The restoration will include:

- New and improved amenities on the northern side of the Pavilion, including a family change room
- Courtyard spaces will be landscaped and updated for multi-purpose use
- Renovated community spaces
- Renovated art gallery and theatre
- A 'Bondi Story Room' as a flexible social history exhibition space
- A community radio studio
- New welcome centre to the north of the entrance foyer

- Renovated commercial spaces for hospitality and other services
- A larger space for the pottery studio and a second kiln.

Council will retain the existing floor mosaics by Warramiri (North East Arnhem Land) artist and Elder Terry Dhurritjini Yumbulul. This mosaic was created by Terry Yumbulul as a gift from the People of Arnhem Land to the people of Bondi and heralds incredible cultural and spiritual significance in connecting our communities. The work is one of the earliest examples of Indigenous cultural practice and story translated through the mosaic medium. The construction of the building is targeting a 5-Star Green Star rating



Bondi Pavillion

under the Green Star – Design and As Built v1.1 tool (Green Building Council of Australia) through:

- High-efficiency lighting and internal fixtures
- A rooftop solar photovoltaic array and associated power distribution systems
- Reducing the consumption of potable water with recycled water for non-potable uses and the incorporation of water efficient fixtures and systems
- Sustainable mobility features limiting reliance on private car use and providing low emissions transport infrastructure
- Selection of low-impact materials to reduce resource consumption of the project
- Advanced waste management systems that maximise the amount of waste diverted from landfill.

SEVEN WAYS STREETScape UPGRADE

Seven Ways streetscape upgrade enhanced the amenity and quality of the public domain, plaza, green space and streetscape to support local businesses and residents' social and open space needs. Of the 142 community survey responses received on concept design, more than 90% of participants liked the concept design, with the main reasons being: the creation of usable space for the community, the look of the finishes and the design concept, and the creation of more green spaces. Seven Ways construction was completed in 2020.

WAVERLEY CEMETERY – NEW ASH INTERMENT SITES

Council endorsed the Cemetery Services Strategic Business Plan

(covering both Waverley and South Head General Cemetery) in November 2020 with a focus on improving financial sustainability through increased revenue and sales opportunities, recognising and celebrating the heritage of both cemeteries through the appropriate use of existing buildings and spaces and driving alternative support. A key recommendation of the Plan to increase revenue is the establishment of 'high-quality memorialisation opportunities in the form of ash interment gardens, niche walls and memorial walls that are able to be repeated and expanded to meet demand over the long term.'

Council officers documented a framework of locations throughout Waverley Cemetery for ash interment sites. The framework identifies a range of products at varying price points, including



New ash interment sites at Waverley Cemetery



Artist's impression of Tamarama SLSC upgrade

standard and premium niche walls, standard, premium and family memorial gardens, some of which can be replicated over future years to meet demand and maintain quality and consistency as well as a number of limited-release products, with sites located close to more prominent memorials. It also includes the approximate year of implementation for each product and outlines both the capital investment required for the development of new products and future revenue. At this stage, more than 3,000 future ash interment sites were identified at Waverley Cemetery, with the opportunity to increase supply additional space within the cemetery.

TAMARAMA SLSC UPGRADE

In May 2021, Council, in partnership with Tamarama Surf Life Saving Club (SLSC), commenced the restoring and upgrading the iconic surf club building.

The clubhouse restoration and upgrade will provide significantly improved amenities to cater to the needs of modern surf lifesaving and public education and engagement with the community. The new clubhouse will remain within the existing footprint of this local landmark.

The restoration and upgrade are expected to take 12 months to complete. It will provide:

- Improved facilities for female members
- Improved vantage points for beach surveillance during patrols
- Additional storage space for rescue equipment
- Improved areas for education and training activities such as First Aid courses
- Offer broader use by community groups and members of the public
- Addresses acoustic bleed to neighbouring properties
- Improved environmental sustainability.

The project is jointly funded by Council, Tamarama Surf Life Saving Club, Surf Life Saving NSW state funding and Community Infrastructure federal funding.

STRATEGIC PROPERTY FRAMEWORK

In September 2020, Council adopted the Waverley Council Property Strategy (2020-2024). The Property Strategy formalises Council's approach to the strategic management of its property portfolio and aligns Council's organisational objectives with its service delivery objectives and community expectations.

Progress on Priority Actions from the Strategy

Action	Progress
Develop a suite of new property related policies and update existing, to support the delivery of the strategy.	<ul style="list-style-type: none"> • Three new policies (Property Acquisitions and Disposals Policy, Commercial Property Policy and Leasing and Licensing on Council Managed Land Policy) were endorsed by Council in September 2020 • Community Tenancy Policy was updated and will be presented to Council for endorsement in 2021
Investigate options for a Property Management System (PMS) and establish the system to improve the effectiveness with which Council manages its property portfolio.	<ul style="list-style-type: none"> • The Asset Management System Project includes the procurement of a Property Management System. This multi-year project is currently underway.
Carry out a Council Staff Accommodation Review, to investigate agile working opportunities within Council's property portfolio, to provide optimal accommodation to cater for staffing and service levels to meet future needs.	<ul style="list-style-type: none"> • The review is underway, with a Project Control Group established to oversee the project. The project encompasses both the Council Chambers upgrade project and the Short-Term Accommodation Strategy incorporating agile working principles.
Develop Plans of Management(POM) for all Council-owned and managed Community Land.	<ul style="list-style-type: none"> • Work is underway on the development of the Plan of Management (POMs) in accordance with the Crown Lands Management Act (2016). A report was presented to Council in October 2020 which prioritised the order in which the new POMs are to be developed
Undertake a high-level analysis of Council's property portfolio to develop a list of priority projects requiring further review or Council determination.	<ul style="list-style-type: none"> • The first report was presented to Councillors at a workshop in July 2020. The report provides a summary overview of the status of all Council's property assets (buildings) and is updated quarterly
Carry out an audit and review of Council's community tenancy property portfolio and services.	<ul style="list-style-type: none"> • The report findings and recommendations were presented to Councillors at a workshop in April 2021. The final report along with recommendations in relation to new lease arrangements for Council's community tenants will be presented to Council early 2022
Develop an operational management model for both the newly renovated Bondi Pavilion and Boot Factory buildings in time for their reopening.	<ul style="list-style-type: none"> • Options analysis of different operational management models and current best practices were completed, and appropriate models for each building were identified. The findings and the preferred operating management models for each building were presented to Councillors at a workshop held in June 2021
Carry out condition assessments on all Council building assets as part of Council's Strategic Asset Management Planning cycle.	<ul style="list-style-type: none"> • The project commenced in March 2021 and will be completed in late 2021. The data will be used to inform the development of SAMP6 and future year capital renewal budget estimates
Carry out a holistic review of Council's social and affordable housing property portfolio and program.	<ul style="list-style-type: none"> • Review is in progress and two workshops were held with Councillors to gather their input into the review. The final report and findings along with recommendations will be presented to Council early 2022.



Notts Avenue Streetscape and Safety Upgrade

NOTTS AVENUE STREETSCAPE AND SAFETY UPGRADE

Council completed streetscape and safety upgrade at Notts Avenue, Bondi Beach, at the northern entrance to the renowned Bondi to Bronte Coastal Walk.

The upgrade includes a new cantilevered northern lookout, shade structure, mature palm trees, new paving, and a 10km/h shared traffic zone. Two rounds of community consultation informed the final design for the upgrade. The majority (98.3%) of people who provided feedback favoured Council's plans for the upgrade. The streetscape and safety upgrade includes new paving, upgraded balustrades, energy efficient lighting, 20 car parking spots and soft landscaping.

FOOTPATH IMPROVEMENTS AT BRONTE

Bronte Road and Pacific Street intersection was identified as a hazardous crossing for

pedestrians and needed traffic calming treatments. Council developed four solutions to create a safer pedestrian experience and will construct the solution chosen by the community as the option best suited.

Council invited the community to provide feedback on our footpath improvement works at the intersection of Bronte Road and Pacific Street, Bronte, from March to April 2021.

The option community voted for will build a new concrete footpath and kerb buildouts to allow safer crossing across both Pacific Street and Bronte Road. This option will create a direct link for pedestrians onto the stairs and down towards Bronte Beach. This option has no net loss or gain of legal parking spots.

Works will commence in the 2021–22 financial year.



Footpath improvements at Bronte



Bronte Cutting Safety Upgrade

NORTH BONDI SURF LIFE SAVING CLUB ADVANCED RESPONSE LIFE SAVING FACILITY

Council, in partnership with North Bondi Surf Life Saving Club, constructed a new Advanced Response Life Saving Facility beneath Bondi Beach Promenade.

The works included:

- Excavation below the promenade and removal of the existing storage shed for North Bondi Surf Life Saving Club
- Constructing a larger space for lifesaving facility storage
- Reinstating the promenade.

Work commenced in February 2020 and were completed in October 2020.

WAVERLEY FLOOD STUDY

The Waverley Flood Study is the initial stage towards the development of a comprehensive Floodplain Risk Management Plan that will ultimately guide the direction of future floodplain risk management activities across the Waverley LGA.

The study is focused on local overland flooding conditions within the urban environment that may occur when the capacity of local

creeks, channels and stormwater drainage systems are exceeded in response to intense rainfall. The oceanic interaction along the coastal boundary of the study area was also considered.

There are three tiers of classification visible on the Flood Study Area:

Type A – when the overland flow path is uncertain, flooding is a function of flow accumulation and topographic controls. Flood-related development controls apply to these properties.

Type B – when there is a confirmed presence of an overland flow path. Traditional flood-related development controls do not apply.

Type C – due to limitations of modelling and data. Traditional flood-related development controls do not apply.

The Flood Study was placed on public exhibition in July and September 2020. The feedback received informed the finalisation of the study. Council endorsed the Flood Study in April 2021 to mitigate flood risk through applying planning controls to proposed development activities on land identified as flood-affected.

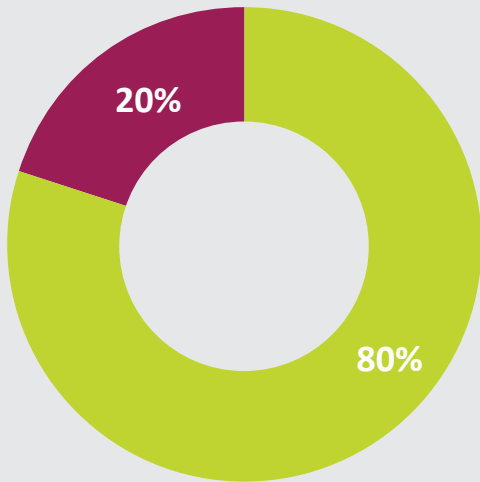
BRONTE CUTTING SAFETY UPGRADE

To improve pedestrian and vehicle safety and experience, Council is finalising plans to extend and install a permanent footpath through Calga Place, Bronte Cutting and up to Macpherson Street.

Works include existing footpath upgrade, the pilot path made into a permanent footpath, extended footpath to Macpherson Street.

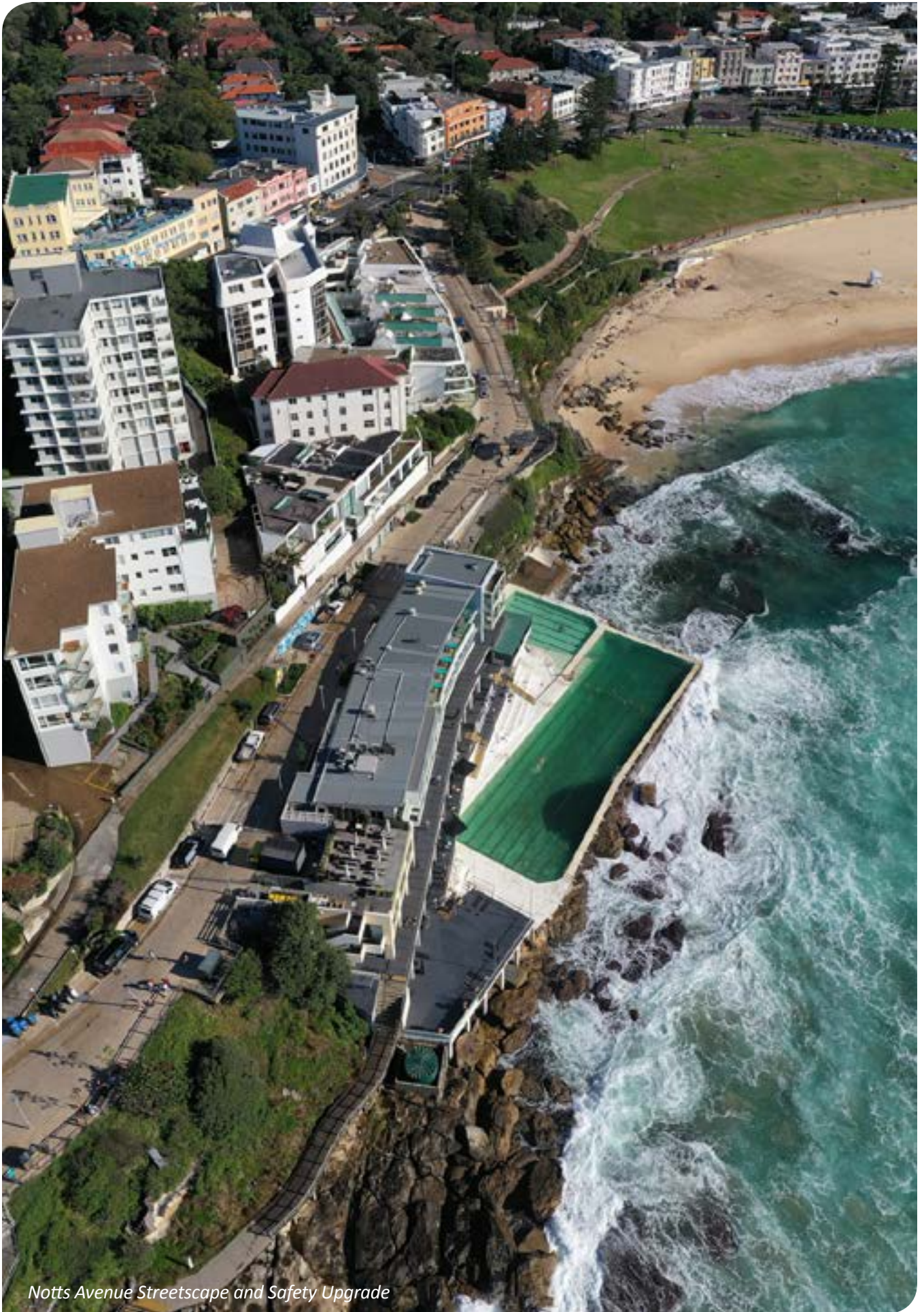
The proposed concept design was placed on public exhibition in November and December 2020. Feedback received from the community informed the design. Construction commenced in June 2021 and is expected to be complete in November 2021.

BUILDINGS AND INFRASTRUCTURE



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Buildings and Infrastructure theme, 80% are completed and 20% are delayed due to operational reasons



Notts Avenue Streetscape and Safety Upgrade



SUSTAINABLE ENVIRONMENT

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflect this in Council strategies. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserving energy and water resources. The Sustainable Environment theme in the Waverley Community Strategic Plan 2018–2029, strive to be a resilient and environmentally sustainable environment.



YEAR IN REVIEW

WAVERLEY COUNCIL'S GREENHOUSE GAS EMISSIONS

Council is meeting our organisational emission reduction targets and has achieved a 50% reduction in greenhouse gas emissions compared to the baseline year. Ongoing energy optimisation at council buildings, including the installation of a data enabled HVAC upgrade at Waverley Library, and ongoing renewable energy power purchase agreement, resulting in approximately 30% of Council's electricity being supplied from the Moree Solar Farm project until 2030, have contributed to this reduction.

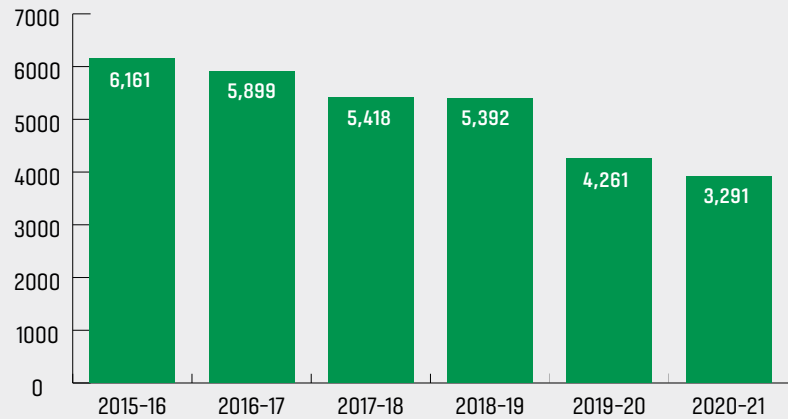
Council was able to offset residual electricity and transport emissions last year, achieving net zero emissions for the 2020–21 financial year.

FUTURE PROOFING RESIDENTIAL DEVELOPMENT TO CLIMATE CHANGE

In partnership with neighbouring Councils, State and Commonwealth Government, Council researched on the effectiveness of current building controls and its effectiveness in addressing climate change issues such as projected average and extreme temperature increases and projected seasonal rainfall declines.

The research findings state that as the number of warm days increases, cooling needs for houses and apartments may surge by

GREENHOUSE GAS EMISSIONS (t CO₂ e)



more than 300% by 2070, potentially threatening the safety of communities in the region. Subsequent research also identified design solutions to improve the heating and cooling of buildings for Waverley residents through design solutions, such as building materials, window glazing and improved shading. Council is using the findings of this research to implement actions to reduce risks and potential costs to occupants by addressing heat resilience emission reductions, energy performance and water management through building and development guidance.

The project was recognised by the Greater Sydney Commission, winning the Planning Disruptor Award, for its clear recommendations to improve and update State planning instruments using future climate data files to ensure dwellings meet thermal comfort compliance and are safer for residents.

BUILDING FUTURES – SUPPORTING ENERGY SAVINGS IN APARTMENT BLOCKS

The Building Futures program was launched with 10 multi-level apartment buildings in Bondi Junction committing to reduce their energy and water consumption and improve their waste management practices.

In 2020–21, in response to the economic and social challenges presented by the COVID-19 pandemic, the third round of Building Futures included aged care and social housing participants to reduce energy consumption in common areas, operating costs, and carbon emissions for vulnerable residents.

In 2020, the Building Futures program won the State and National categories Environmental achievement at the Local Government Professionals Awards.



Building Futures Program



SOLAR MY STRATA PILOT

Council launched the complimentary Solar my Strata pilot program in 2020–21 to help smaller apartment blocks (those with under 40 apartments) address barriers to implementing rooftop solar solutions. Of the eight buildings selected to participate, two buildings committed to installing solar power systems for individual use within a short nine-month timeframe: a four-unit block in Bondi and a six-unit block in Bronte. Another two buildings are likely to proceed with solar next financial year.

SOLAR MY SCHOOL WINS HIGHEST DESIGN AND INNOVATION HONOUR

Part of the three-Council Regional Environment Program (Waverley Council, Randwick City Council and Woollahra Municipal Council), the Tri-Council Solar my School program was designed to increase uptake of renewable energy in the Eastern Suburbs, reduce carbon community greenhouse gas

emissions and meet local environmental targets.

In 2020–21, 97% (60 of 64) schools in Eastern Suburbs were involved in the program. By the end of the financial year, the program expanded, and 1.95MWh of solar power was installed across 138 schools in NSW. Solar my School won the Service Design Public Sector Services award in recognition for outstanding design and innovation, adding to a long list of recognition and awards for this Council program.

SOLAR MY CLUB

Based on the successful Solar my School program, Waverley, Randwick, and Woollahra Councils

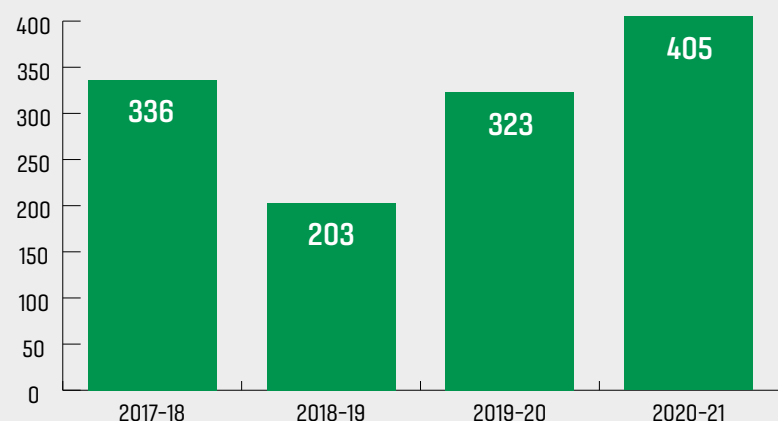
launched the Solar my Club program in 2020 to support community organisations, religious organisations, and clubs to reap the benefits of renewable energy.

Currently, 26 organisations are participating across the eastern suburbs. Waverley organisations that have received Solar Power include North Bondi Surf Life Saving Club, Nefesh Synagogue and North Bondi RSL.

INCREASING TREE CANOPY COVER

Council supports the five million tree program and plants new trees every year. In 2020–21, 405 trees were planted, 323 in 2019–20, 203 in 2018–19 and 336 in 2017–18.

TREES PLANTED





Bondi Beach Public School - Solar my School

BIODIVERSITY ACTION PLAN – REMNANT SITES

Council undertook a Bushland Remnant Condition and Flora Survey in February 2020 to assess the health of remnant bushland. This is the third Bushland Remnant Condition and Flora Survey undertaken in the LGA. Highlights of the Bushland Remnant Condition and Flora Survey 2020 include:

- The area of good condition remnant vegetation recorded in 2020 doubled compared to the 2015 survey. The significant gains in the area of good condition were:
 - 1,500m² at York Road Bushland, Queens Park (Centennial Parklands land with the assistance from Council)
 - 625m² at York Road verge, Queens Park (Council managed

land)

- 629m² at Hugh Bamford Reserve, Dover Heights (Council managed land).
- In addition to this increase of remnant vegetation in good condition:
 - There was a 10% increase in the average number of indigenous plant species per patch of remnant vegetation in 2020 compared with 2015
 - 26 patches of remnant vegetation expanded via natural processes, including natural regeneration from the soil seedbank as a result of bush regeneration
 - 15 native plant communities are present in the LGA compared to 2015
 - Four new species were recorded in 2020 that were not previously recorded in the Waverley Council area and

four species that were not recorded in 2015, but which were recorded between 1995 and 2010 have reappeared

- Four species once thought rare in the LGA are no longer rare
- 63 plant species are locally rare species, representing 54% of the 117 indigenous plant species.

These increases in vegetation area and condition are strong evidence that the implementation of the Biodiversity Action Plans: Remnant Sites 2015–2020, has been successful.

BRONTE GULLY ECOLOGICAL RESTORATION ACTION PLAN 2015–2045 (ERAP)

The ongoing ecological restoration of Bronte Gully is biodiversity and habitat availability for native fauna

and aims to attract more species into the area. This 30-year project is expanding the coverage of healthy native vegetation to the Gully. It is providing high quality passive recreation and educational opportunities for the local community and those visiting the area.

Plants in Zone 4, on the northern slope, are reproducing and providing resources for native birds and animals. This section of the slope is flourishing with around 20 native plant species. Previously, this area was under a monoculture of the weed, Giant Reed (*Arundo donax*). Zone 7c and the eastern half of Zone 3 were planted in 2019 and 2020, along with the western half of Zone 8a.

In 2021, erosion controls were installed in Zone 9b and the eastern half of Zone 8b. These zones will be planted in 2022. In 2021, exotic and weedy coral trees and vines were removed from Zone 5, in preparation for erosion control works in 2022 and planting in 2023.

National Tree Day events were held in Bronte Gully in 2018 and 2019, and in Varna Park in 2022. In addition, two volunteer Bushcare groups in the Gully enhance the regular work of professional bush regeneration contractors.

LIVING CONNECTIONS PROGRAM

The Living Connections program links habitat corridors to enable bird species such as the Superb Fairywren and New Holland honeyeater to move freely and access shelter and food. Habitat mapping conducted by Council identified the potential to link the coastal habitat corridor at Bronte and Tamarama with fragmented

habitat pockets that are dotted up towards Waverley and Centennial Park. Council piloted the program in Bronte and Tamarama with seven households.

Last year, more than 85 households joined the Living Connections program, receiving a free garden assessment, landscaping advice and over 1500 new native seedlings, taking the program total to over 160 habitat gardens on private land in Waverley, with more than 3,000 new seedlings planted since 2018. Council also planted new natives on Council land near the habitat corridor, including Gaerloch Reserve, Varna Park and Calga Reserve, to support the program outcomes, which NSW Environmental Trust assists.

Education and knowledge sharing were supported through biodiversity and landscaping workshops with 150 people participating, and a growing Council Facebook group. Living Connections received a commendation in the 2020 Greater Sydney Commission Planning Awards.

GREENING OUR CITY THROUGH SKYPARKS

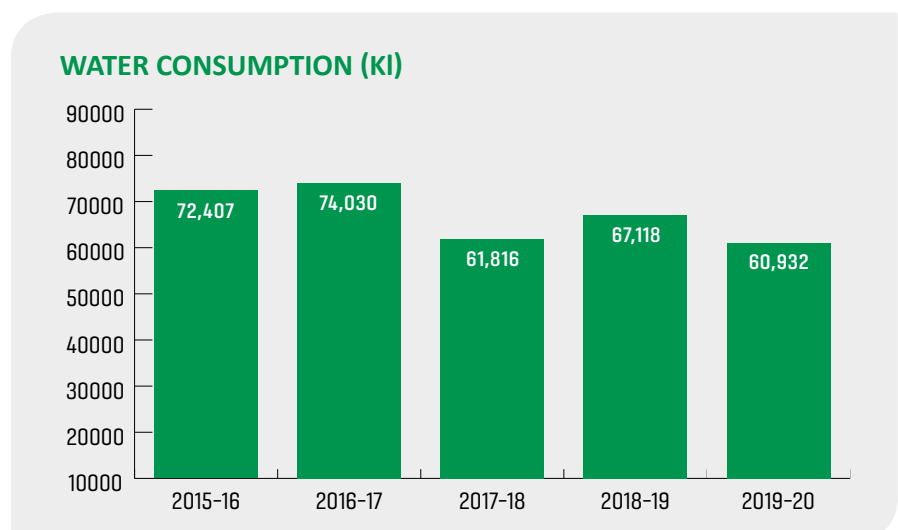
Funded by NSW Government in

association with Local Government NSW, Council received a Greening our City Innovation grant to research, implement and develop cost-effective methods for greening under-utilised urban spaces. Working with UNSW, Scentre Group and Leading industry experts and suppliers, the SkyParks project will see gardens planted on car parks, terraces and other urban spaces in Waverley, including at Westfield Bondi Junction. The project will help better understand and measure cooling benefits, improved air and water, as well as broader community benefits of making Waverley a greener place to live, work and visit.

WATER CONSERVATION AND CONSUMPTION

Council has met our water conservation target to achieve no increase in potable (mains) water use (based on 2005–06 levels), despite challenges such as temperature increases, population growth and parks and greenspace maintenance requirements.

Smart irrigation controllers were installed in all parks using automatic watering systems



to ensure Council continues to optimise and minimise water consumption. These cloud-based controllers save drinking water using predictive watering, which adjust watering time and volume based on forecast and actual rainfall. An advance digital leak detection system is also in place to ensure rapid response and rectification to leaks and issues across Council assets and facilities.

Council also installed water-saving signage for the community and visitors in the amenities and beach showers at Bronte, Tamarama and Bondi.

To offset mains water consumption, Council maintains an extensive recycled water network that harvests, treats and supplies water for non-potable purposes.

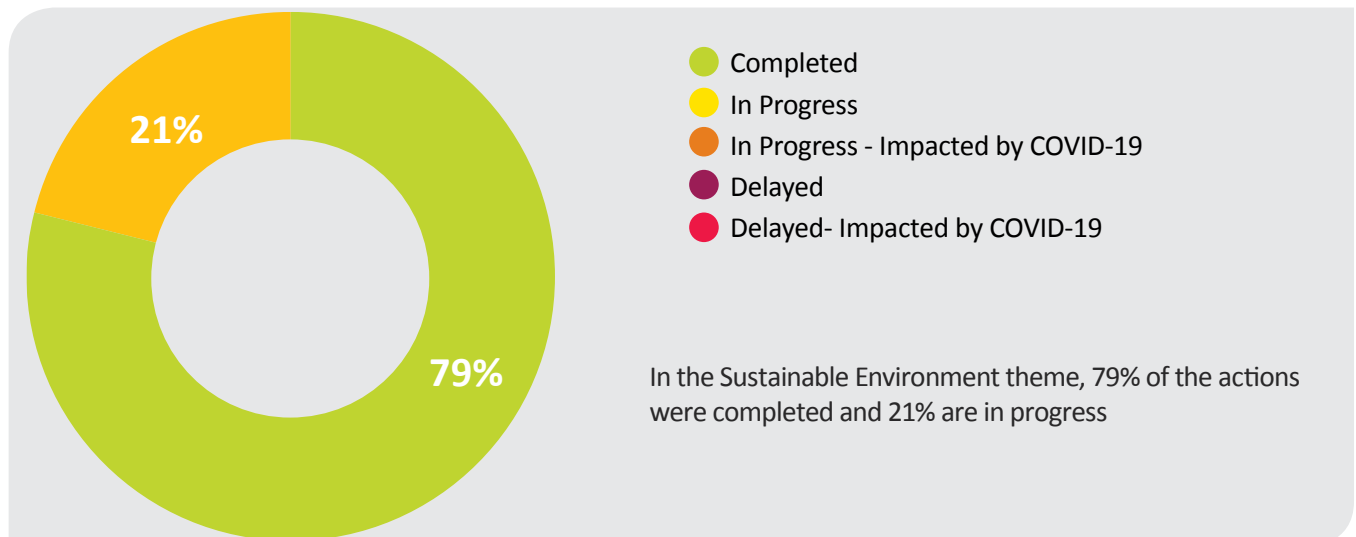
Last year recycled water use was 70 megalitres. Notwithstanding a 25% decrease on the previous year due to reduced demand at beach amenities during COVID-19 restrictions, the recycled water system delivered a cost saving of \$91,000 for the year.

WATERFIX STRATA – COLLABORATION WITH SYDNEY WATER

Through the tri-council Regional Environment Program, Council with neighbouring Councils have partnered with Sydney Water to enable local apartment buildings to make easier water cost savings via the Waterfix Strata program. The online platform and targeted promotions started in May 2021. Council received more than 50

registrations from eastern suburbs apartment buildings in its first five weeks, with more than 20 apartment buildings now implementing WaterFix and resulting in up to 30% savings on their water bills.

SUSTAINABLE ENVIRONMENT



* Cost of potable water equivalent minus scheduled recycled water system maintenance costs.



SUSTAINABLE WASTE

Reducing and managing waste is a priority for us. From households, businesses and public spaces, we recognise that any waste sent to landfill (as well as the way it gets to landfill) has long-term environmental impacts. We aim to be at the forefront of waste management to reduce these risks for our community. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley. The Sustainable Waste Management theme in the Waverley Community Strategic Plan 2018–2029 aims to progress Waverley to be a zero waste community.



YEAR IN REVIEW

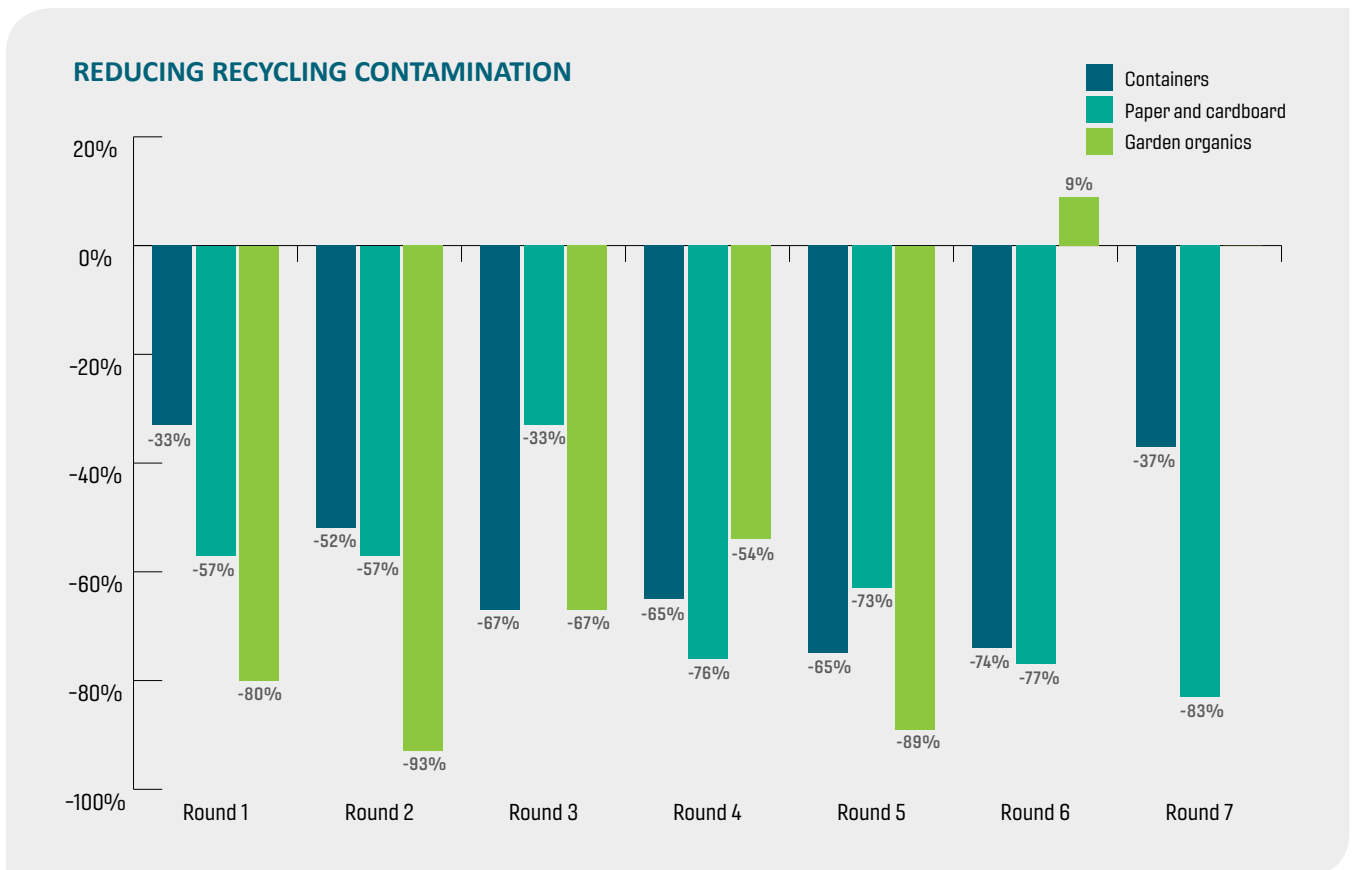
RECYCLING IMPROVEMENT PROGRAM

The Recycling Improvement Program targeting apartment buildings with waste infrastructure, education, and support have more than halved contamination rates,

leading to better recycling outcomes.

In 2020–21 the program resulted in a 74% reduction in contamination in the container recycling bin (yellow lid bin) and a 70% reduction in the paper and cardboard recycling bin (blue lid bin). The Sustainable Apartments

Newsletter was created to provide targeted messaging around sustainability initiatives, including waste, recycling, and circular economy messages, to apartment building stakeholders. The first newsletter was sent to more than 400 people in March 2021.



WASTE COLLECTION AND TREATMENT

Residential and public bin waste collected by Council continues to be processed through a waste treatment system. Council is continuing to work with waste processing contractors and the NSW Environment Protection

Authority (EPA) to ensure landfill diversion is maximised under the current NSW regulations. A Waste Management System related tender to optimise kerbside collection is in development.

Council’s waste processing contractor, Veolia Environmental Services (Australia) Pty Ltd, is

developing opportunities to improve landfill diversion performance. Veolia is proceeding with a five-year pilot to use organic output material from waste processing to rehabilitate a tailings dam at a mine site. In addition to the expected improvement in landfill diversion and other

environmental outcomes, this trial will benefit Council financially in the long-term as organic output material used for the tailings dam rehabilitation will be exempt from the NSW waste levy.

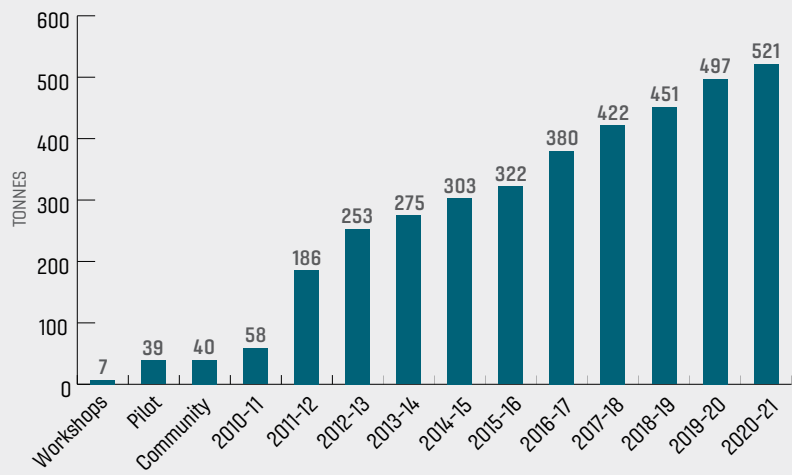
revolution. More than 14,000 eastern suburbs residents have joined the program. Worm farming and composting reduces the amount of waste sent to landfill. It also reduces greenhouse gas

emissions from transport. Since 2010, Waverley residents have diverted 3,708 tonnes from landfill saving 7,044 tonnes of Greenhouse Gases (GHGs).

COMPOST REVOLUTION CELEBRATED ITS 10TH BIRTHDAY

Compost Revolution, a program started by Waverley, Woollahra and Randwick Councils to help the local community learn how to compost and reduce food waste, turned 10 in 2020. From a pilot program offering workshops to residents in the eastern suburbs, the Compost Revolution has grown to become Australia’s largest community of composters and worm farmers with more than 61,000 households joining in the

COMPOST REVOLUTION - TONNES DIVERTED



DIVERTING PROBLEM WASTE FROM LANDFILL

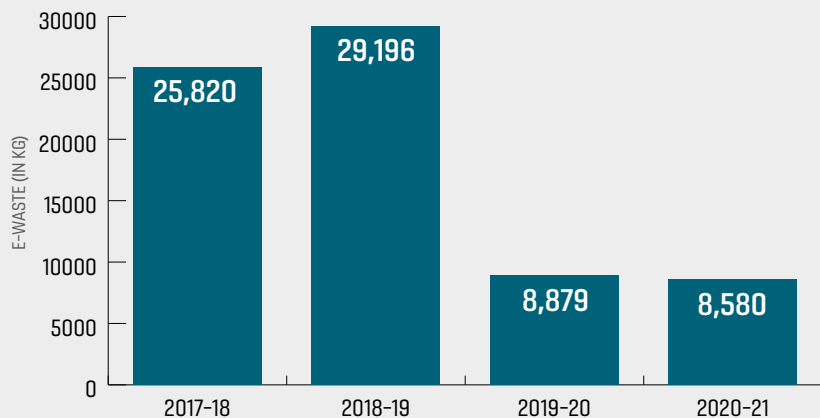
Council provides problem waste recycling stations located at the Library and Customer Service Centre to collect and recycle batteries, mobile phones, and printer cartridges. Two additional problem waste stations are located at Rose Bay Secondary School and Waverley College as a trial with the school communities.

From 2017 to 2020, Council offered electronic waste drop off events and, in 2021, moved to include a broader list of materials accepted at the Problem Waste Drop Off Events. Since 2017, 75.5 tonnes of large e-waste have been diverted through seven events delivered between July 2017 and June 2021 attracting 2,234 people.

The chart below shows the total e-waste collected at the E-waste days from 2017–2020 and the Problem Waste Drop Off Events in 2021. Due to the decreasing size/volume of electronic waste and

growing complexity of recycling other materials, Council changed the model of the recycling events in 2020 to offer additional waste streams. The significant drop in 2019–20 is in part due to the

LARGE E-WASTE DIVERTED FROM LANDFILL





Waste Collection Truck

decreasing size of materials and from the COVID-19 pandemic. In 2019–20, only one event was held, and there was a 14-month gap between the events, which is likely to have contributed to the lower attendance for the 2021 events.

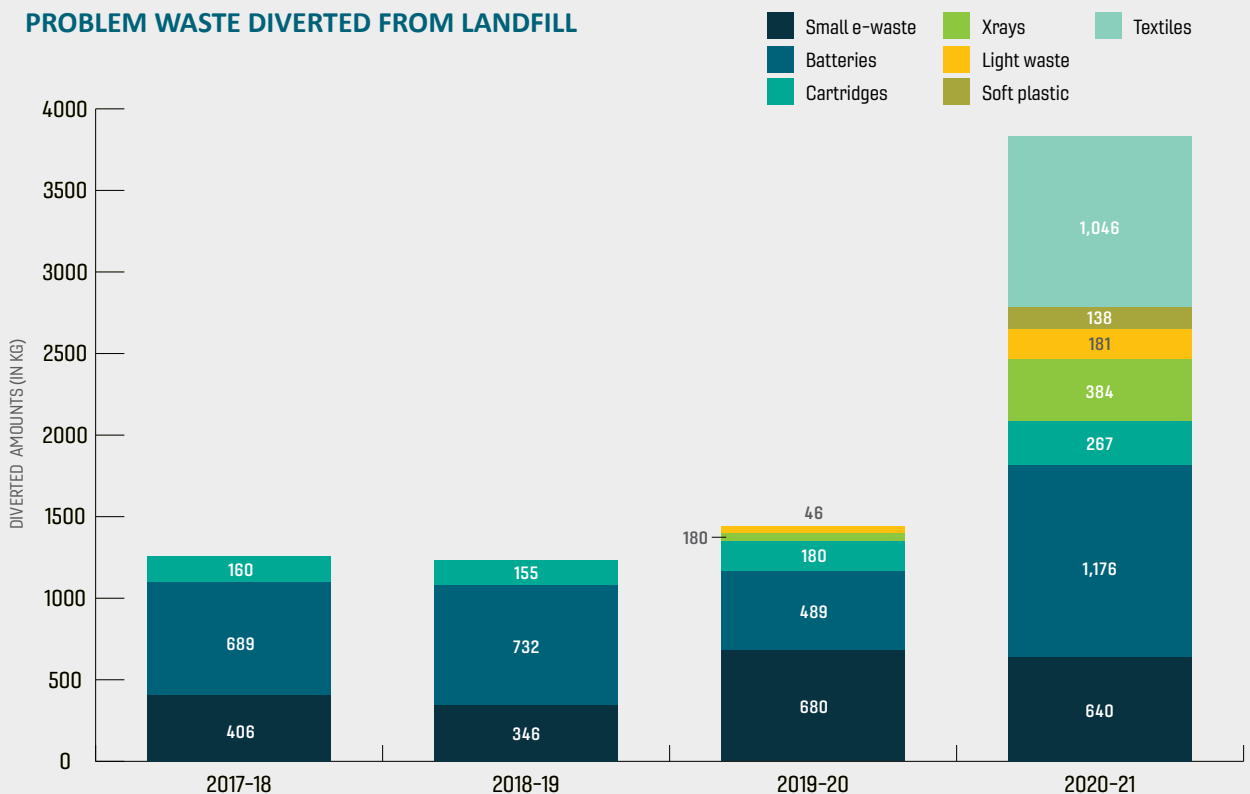
In 2020, the new events, called Problem Waste Drop Off Events, included bulky cardboard, textiles,

polystyrene, globes, fluorescent tubes, household batteries, medical scans (x-rays and CT scans), mobile phones and accessories. These events were offered four times per year and were promoted through social media posts, truck art, local print media, and digital signage.

The problem waste stations were expanded in 2020 to accept additional items including light globes, fluorescent tubes, and oral care products and promoted to increase community uptake.

Council also offers safe collection and disposal of sharps at six chemists. In 2020–21, Council collected 300kgs of sharps.

PROBLEM WASTE DIVERTED FROM LANDFILL



LITTER REDUCTION PROGRAMS

Annual litter audits were conducted at Bondi, Bronte and Tamarama beaches. There has been a trend of litter reduction over the past 12-years at Bondi Beach. The average litter count on the beach per 48 square metres reduced to six in 2021 from 16 in 2009. The most littered beach was Bondi, followed by Bronte and then Tamarama. Beach walls had the highest accumulation of litter, the centre second and the foreshore was the least littered area of all beaches.

Each summer, Council implements a litter prevention program that involves community engagement, infrastructure improvement and enforcement activities.

In 2020, the Being Litter Smart in Bondi program engaged 69 Bondi Beach businesses to improve waste bin presentation, resulting in an 83% reduction of packaging litter by volume. The program received a Keep Australia Beautiful NSW award.

In 2020, Council's internal events guidelines were adopted and now include a ban on single use plastics for internal events, meetings, workshops and training. Additionally, Council began sampling for microplastics and provided training to 25 community members through a citizen science program called Ausmap.

Although plastics remain the most littered item on our beaches, cigarette butts are one of the most frequently littered items and a key concern for Council.

AVERAGE LITTER COUNTS BONDI BEACH IN SUMMER



COMMUNITY WASTE EDUCATION PROGRAMMING

Council delivered public events such as Summerama and Keep Bondi Beautiful to talk about waste avoidance. Garage Sale Trail held in November each year promoted resale and buying second hand products. Plastic Free July prompted residents and businesses to rethink and refuse single use plastics during Plastic Free July every year. Council also offered a wide range of in-person and online workshops on topics ranging from reusable nappies, repairing electronics, mending clothes, getting started going plastic free and more.

The Binwise Education Program to promote waste avoidance and source separation of waste was delivered to seven schools and 1,120 primary and 40 early education students in 2020 and 480 primary students to date in 2021.

COLLABORATION FOR IMPACT

Council's Collaborating for Impact (C4I) Program won the Community Partnership and Collaboration category in 2020 LG Pro NSW Local Government Excellence Awards for NSW. This program was delivered in partnership with 10 local environmental groups. More than 30 individuals mobilised community action on waste avoidance, litter prevention and reducing single-use plastics. C4I initiatives reached more than 3,500 people.

PROBLEM WASTE RECYCLING STATIONS

Council's two problem waste recycling stations have expanded to accept x-rays, light globes and oral care products in addition to batteries, mobile phones and printer cartridges. Expanding problem waste recycling stations will help the Council achieve a 90% resource recovery rate for residential and commercial waste by 2029.



Microplastics sampling at Bondi Beach

Many problem waste items contain valuable materials that can be recovered and reused in new products, reducing reliance on creating new materials and supporting a circular economy. In addition, problem wastes can leach hazardous materials if sent to landfill.

COUNCIL JOINS FIGHT AGAINST MICROPLASTICS

Council is helping staff and the community map dangerous litter and marine debris at our beaches and waterways. Council recently invited local environmental volunteers to a training day run by Ausmap on how to sample and analyse microplastic pollution.

Ausmap is an award-winning project led by The Total Environment Centre and Macquarie University to investigate microplastic pollution in Australian aquatic environments and is led by leading marine debris and litter researcher Dr Scott Wilson.

Microplastics are tiny pieces of plastic debris, generally defined as 5mm or smaller in diameter, resulting from the breakdown of industrial waste and common consumer products such as plastic

bottle tops, cigarette butts and textile fibres.

Council's microplastics training day help Council officers and our community environmental champions follow Ausmap's standard assessment method to capture microplastic pollution data and share these results on a searchable and interactive map that allows our community to see where microplastics are found around Australia.

Boomerang Bags, The Wilderness Society, Plastic Free Bronte, and Seaside Scavenge were among the groups that attended the training

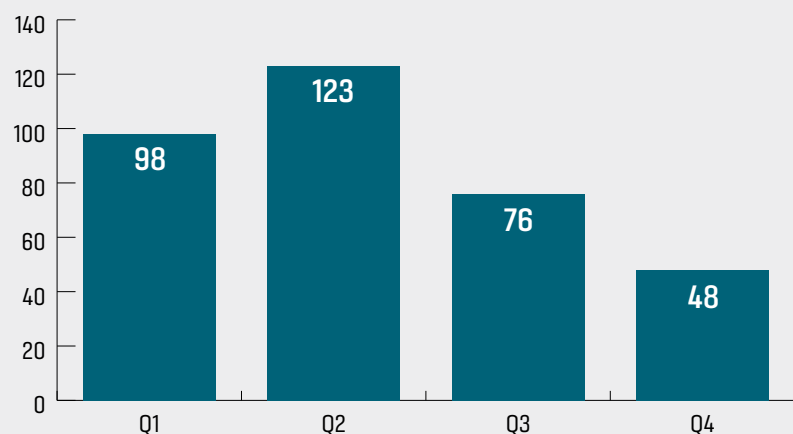
day funded by Council through an NSW Environment Protection Authority and Waste Less Recycle More initiative, funded by the waste levy.

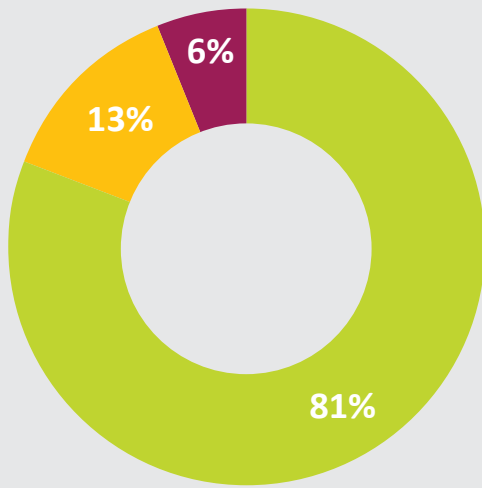
Council's annual litter audits show that the litter at Bondi Beach has been reduced to 10 items per 48 square metres, down from 27 items per 48 square metres in 2007.

COMPOST BINS AND WORMFARMS

In 2020–21, 345 compost bins and wormfarms were distributed to Waverley residents.

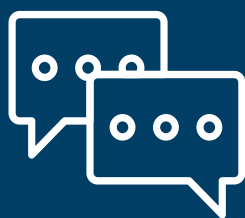
WORMFARMS AND COMPOST BINS DISTRIBUTED





- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Sustainable Waste theme, 81% of the actions were completed, 13% are in progress and 6% were delayed due to operational reasons



CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement theme in the Waverley Community Strategic Plan 2018–2029 aspires to make Waverley an ethical Council that delivers efficient service to the community, form 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.



YEAR IN REVIEW

EXCELLENCE IN CUSTOMER SERVICE

In November 2020, the Customer Service Team received the Highly Commended Award at the Australia wide Local Government Customer Service Network Awards ceremony. The award acknowledged the Customer Service Team, who demonstrated resilience and teamwork in change, communication, performance and morale during the early months of the COVID-19 pandemic. The Customer Service staff at Council were praised for maintaining a positive spirit while managing customer feedback about the beach closures and their willingness to take on additional

tasks while based at Council Chambers during the centre's closure.

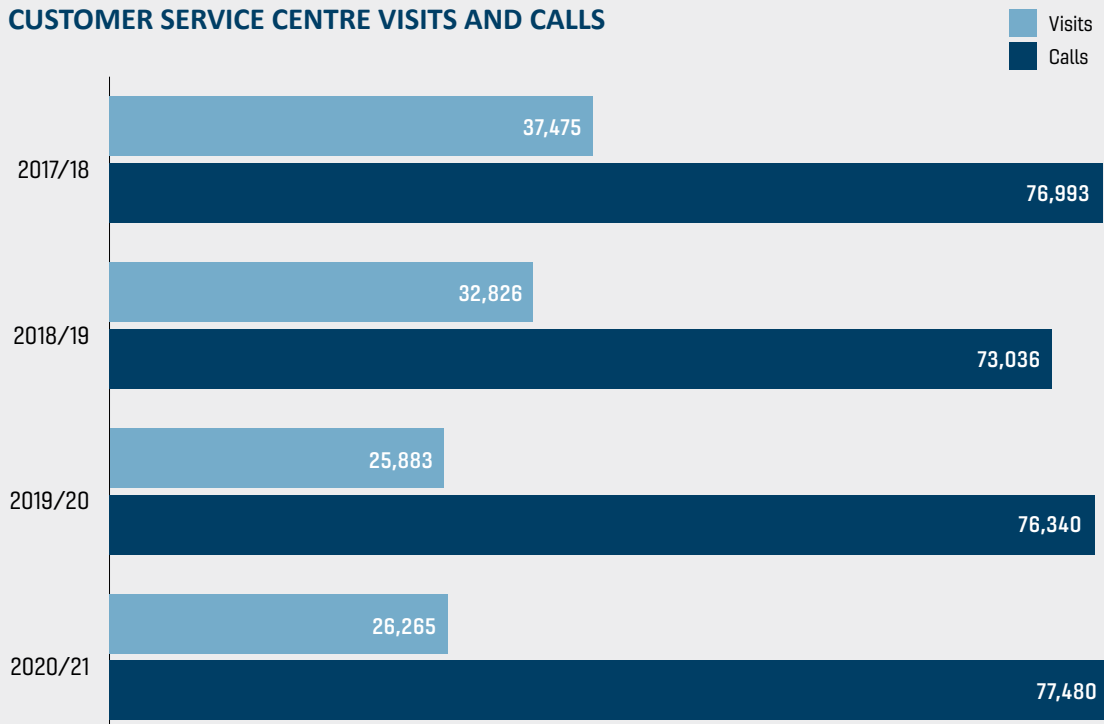
CUSTOMER SERVICE IMPROVEMENTS

From 2017 to 2021, there has been a 30% decrease in the volume of customers visiting the Customer Service Centre. This can be attributed to several factors, primarily the impact of the COVID-19 pandemic, the expansion of online payment options for customers, the implementation of electronic planning lodgements and customers' continued preference to use contactless communication methods. Call volumes have remained steady

across the four years, with residents continuing to call Customer Service to report an issue or request a service.

From January 2021, planning applications were required to be lodged electronically through the NSW Planning Portal. Customers no longer have to visit the Customer Service Centre to submit hard copies of plans. The reduction in visitors to the centre has seen a corresponding increase in emails, with Customer Service staff actioning 44,935 emails in 2020–21, an increase of approximately 300% since 2017–18. This includes over 14,000 emails for parking permit renewals and applications and over 6,000 emails from

CUSTOMER SERVICE CENTRE VISITS AND CALLS





Council Staff Charitable Trust

residents wanting planning information, including fee quotes and file searches. Other emails include requests for service, such as Your Call collections, with 41,600 service requests logged by both phone and email in 2020–21.

RISK INITIATIVES

In 2020–21, Council developed a draft Business Continuity Policy and a draft Business Continuity Framework. These draft documents informed the development of an overarching draft Business Continuity Plan (BCP), which includes the functions undertaken at the Waverley Civic Centre (Head Office). The BCP is to be expanded in the forthcoming year by developing individual plans for all sites outside the Civic Centre. In response to the COVID-19 pandemic, a Crisis Management Team was established in early 2020 to lead Council's response, with an associated Pandemic Plan prepared and implemented. This work was also used to inform aspects of the BCP.

COUNCIL STAFF CHARITABLE TRUST DONATIONS TOP \$150,000

The Waverley Council Staff Charitable Trust celebrated its 20th

anniversary in August 2020 with an \$18,000 donation to three charities making a significant difference in the community. Gunawirra, Killara Refuge Randwick (St Vinnies) and the Artists' Benevolent Fund (National Association for Visual Arts) received a \$6000 donation to help them continue their valuable work.

The Waverley Council Staff Charitable Trust is a group of employees who have voluntarily banded together to organise donations for worthwhile charities. Since 2000, the Trust has distributed more than \$151,193 to local charities through Council staff donating a portion of their wages. Each year, three charities are nominated to receive donations.

COMPLAINTS MANAGEMENT REVIEW

In November 2020, staff were surveyed on how they receive, save and respond to complaints from the community. Councillors were also surveyed, and an online meeting was held with the Combined Precincts. The information collected during this process was used in the drafting of a new Complaints Management Policy and Complaints Management Procedure which includes direction to staff for

capturing and responding to community complaints in the Customer Relationship Management System for easy analysis and reporting to:

- Improve our service and responsiveness
- Strengthen customer satisfaction
- Identify recurring and systemic issues and implement proactive measures.

The Complaints Management Policy and Complaints Management Procedure are currently being finalised.

WORK HEALTH AND SAFETY

Council is committed to driving our safety-first culture and contributing positively to the health and wellbeing of each other and our community. In support of this commitment, Council revised its Policy and Procedure in relation to the management of alcohol and drugs in the workplace in August 2020. This included the introduction of an alcohol and drug screening program which commenced in April 2021.

The introduction of a screening program ensures Council meet our work, health and safety obligations by providing everyone with a safe workplace and community. In

addition, Council will continue to support employees who may experience alcohol or drug related challenges in their lives.

Based on staff request, Council restructured the Work Health and Safety (WHS) consultation arrangements including our WHS Committee and Health and Safety Representatives and a newly formed wellbeing committee, the Waverley Well-being Warriors.

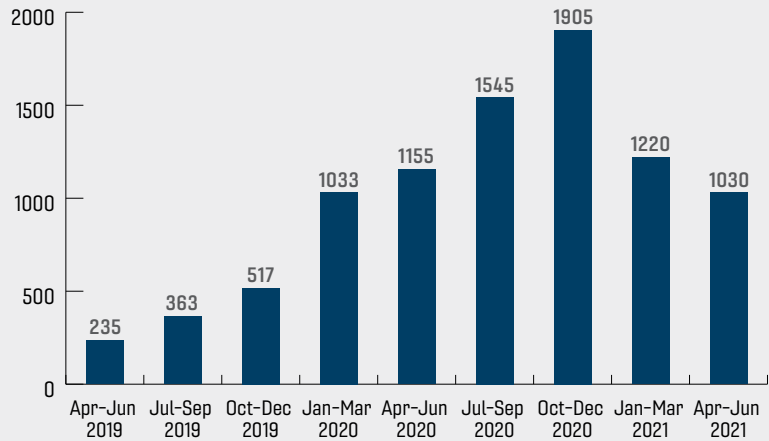
In October 2020, the program's purpose was to identify how employers prevent and manage hazardous manual tasks and ergonomic risks in the workplace.

A combination approach was used, which included advisory, education and compliance. This included advice on the key principles around effective hazardous manual task risk management and relevant legislative requirements. Council has since implemented improvement measures in the Waste department and has commenced work within our other high-risk work environments.

SNAP SEND SOLVE

Snap Send Solve is an easy and efficient way to notify the Council of issues that need addressing. The app identifies the specific location and directs customers to include contact details and photos for more efficient identification and resolution of the problem. In 2020–21, Council received 5,700 incident reports. There was a spike in April 2020, with many residents working from home during the pandemic and reporting dumped rubbish and illegal parking incidents in their neighbourhood. There was another spike in September and October 2020 with Council staff

QUARTERLY INCIDENT REPORTS



using the app to record incidents across the Waverley area.

The graph above provides the number of incident reports sent to the Council.

WAVERLEY PEOPLE PLAN 2020–2024

In August 2020, the People Plan 2020–24 was launched. This integrated people strategy responds to a number of items from the 2019 Staff Engagement Survey results and includes leadership, diversity and inclusion, career development, and reward and recognition. The plan aims to build a safe and healthy, adaptable, fit for purpose workforce that supports our staff to deliver to the community through intelligent technology, efficient systems and processes and capable leaders underpinned by our values. To deliver the People Plan, Council initiated a human resource and safety transformation project. This project will provide a more strategic approach, integrated and aligned with the delivery program, and

make a direct contribution to Council's long-term objectives. Several initiatives under the Waverley People Plan 2020–24 are well underway.

UPRISE COUNCIL'S NEW EMPLOYEE WELL-BEING PROGRAM

In September 2020, Council launched Uprise, a new holistic health and well-being program. Council currently offers staff, and their family members access to the Health and Wellbeing Support Program. Uprise provides tailored interventions to people based on their well-being levels and support preferences, including early assessments, skills development, coaching and support and therapy.

Unlike employee counselling/therapy (EAP) that reacts once employees are already in crisis, Uprise's technology identifies and supports an employee's mental health and wellbeing before they reach crisis point, whereas the traditional Employee Assistance

Program is reactive crisis management, Uprise is crisis prevention.

PRECINCT ENGAGEMENT

With the impact of COVID-19, individual Precinct meetings and the Combined Precincts' meetings transitioned to an online platform. Precincts continued to be engaged on strategic issues, major projects and strategy development via Zoom. Projects that Precincts were engaged on include the draft Development Control Plan/Local Environmental Plan, Waverley's Heritage Assessment Study and Waverley's draft Engagement Policy and Strategy. Feedback received during this period on the effectiveness of engagement through Zoom meetings, including the flexibility it provides to allow broader participation, was very positive.

To further engage Precincts on strategic issues, a Precinct satisfaction online survey was undertaken with the Precinct Executive Committee members inviting feedback on their levels of

satisfaction with their ability to contribute to shaping the future of Waverley through Council's decision-making processes.

In 2020, the Precinct Satisfaction Survey reflected a 76% overall satisfaction rating with opportunities made available to Precinct representatives to have input to Council on strategic issues (of the total respondents of 21, 16 respondents were satisfied). In 2021, the survey reflected 73% overall satisfaction (of the total 22 respondents, 16 respondents were satisfied). Strategies developed to address areas for continued improvement are planned for implementation in 2021–22.

FRAUD AND CORRUPTION CONTROL FRAMEWORK

A draft Fraud and Corruption Control Framework (including Policy/Strategy and Plan) was developed during the 2020–21 financial year. Council's Internal Auditors have reviewed the documents and undertaken an independent Fraud and Corruption

Control Assessment of Council. This assessment has resulted in the Internal Auditors making a series of recommendations that have been endorsed by management for implementation through to June 2023.

PROCUREMENT POLICY

The revised and updated Procurement Policy was completed and approved by the Executive Leadership Team. A draft Procurement Procedure is being developed to support Policy implementation and to achieve its objectives.

NEW STAFF INTRANET

Work has been progressing on the development of a new staff intranet. The project aims to create a platform for enhanced internal communication, enabling cross-organisational collaboration and supporting increased staff engagement. The new intranet will be a key enabling system for staff across the organisation to have easy access to information that supports their work, whether office



Concierge at our Customer Service Centre



Waverley Council Chambers

based, working from home or in the field.

WAVERLEY LEADERSHIP DEVELOPMENT PROGRAM

In 2020–21, twenty future leaders completed two modules, strategic planning (delivered externally by UTS, IPPG) and reflective practice (delivered internally). In addition, senior staff attended a three-day program on Adaptive Leadership, based on the work of Hiefitz and Linsky (Harvard University). The program was delivered by the Australian Graduate School of Management, University of New South Wales. The 70:20:10 Learning Framework was approved by the General Manager in November 2020 and is coupled with a comprehensive Leadership Development Program for senior, middle and frontline managers and supervisors.

In the last six months, 60 employees commenced performance conversations for the People Leaders Program as part of the Leadership Development Program. This Program is in response to our 2019 Employee Engagement Survey, which stated that employees want to have more meaningful conversations concerning their performance, and opportunities to learn and grow.

COMMUNICATIONS AND ENGAGEMENT

Council's Instagram followers increased by 31.1% from July 2020 to June 2021. Council's Facebook page increased its followers by 15% in the same period. Waverley Weekly went up from 2,500 in July 2020 to more than 8,000 receivers in June 2021, while maintaining a good open rate.

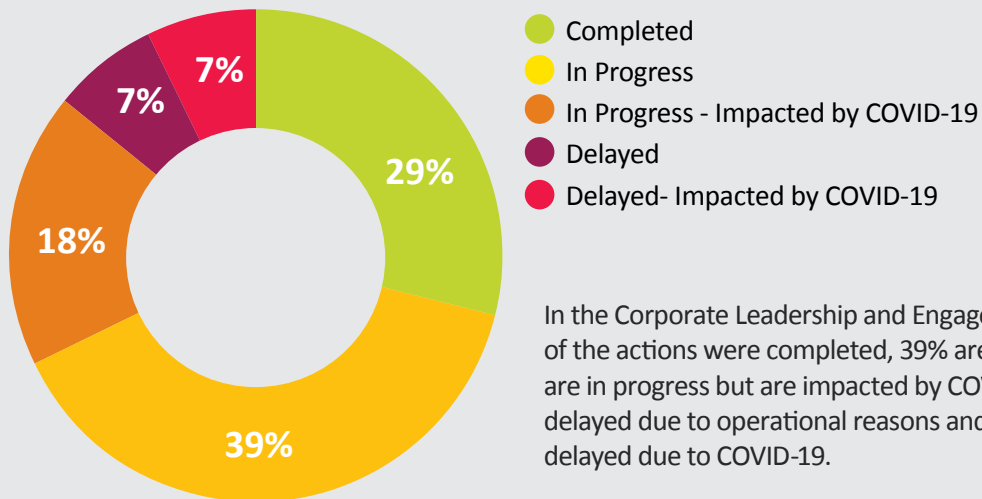
Council received and responded to more than 9,000 messages through its social media platforms (Facebook, Twitter and Instagram), indicating that social media is an important customer service channel.

Drivers of this increased audience engagement were:

- a. Focus on creative and relevant story-telling
- b. Small investments (under \$100 per campaign) in social media boosting for some stories
- c. Marketing and cleaning up the subscription method.

Growth in audience engagement online is expected to continue. Analysing preferences from a larger audience give deeper insights into what engages people and allow ongoing improvements to our communication channels.

CORPORATE LEADERSHIP AND ENGAGEMENT



In the Corporate Leadership and Engagement theme, 29% of the actions were completed, 39% are in progress, 18% are in progress but are impacted by COVID-19, 7% were delayed due to operational reasons and another 7% were delayed due to COVID-19.



KNOWLEDGE AND 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. The Knowledge and Innovation theme in the Waverley Community Strategic Plan 2018–2029, strives to position Waverley as a knowledge-driven, innovative and digitally connected community.



YEAR IN REVIEW

PARTNERING WITH STATE GOVERNMENT

To support community safety and create a level of insight to better respond to the COVID-19 pandemic, Council created a single dashboard that merged three data sources to measure daily activity and the volume of people across our busy commercial centres and beaches. The mix of data included pedestrian foot traffic, the volume of waste generated in public spaces, and vehicular movements across Council owned car parks. The temporary dashboard was commended by the Department of Customer Service as the first of its kind. It was used for six months via a data sharing agreement reached between the two government organisations.

In the last 12 months, Council partnered with Transport for NSW

(TfNSW) and local transport operators by entering into data sharing agreements to provide Council's extensive spatial data to identify solutions to existing urban challenges. Council's data is shared via TfNSW Open Data Portal and has been used for two innovation challenges to address kerbside management for ride sharing services and parking.

DIGITAL TRANSFORMATION

Council undertook a range of digital initiatives. They include:

- Completion of planning certificates automation. This has reduced the wait time for certificate requests from four to six working days to a few minutes and eliminated manual intervention
- Capital Works Mapping pilot

project spatially represents all the capital works projects for 2020–21, together with providing project status and contact information, was made live to the public.

BOOT FACTORY RESTORATION

The Council is transforming the three-storey Boot Factory building at the rear of Norman Lee Place, 27-33 Spring Street, into a civic innovation hub. In April 2021, heritage restoration and upgrade of the Boot Factory building in Bondi Junction commenced.

The innovation hub will support collaboration, sharing ideas and partnerships between industry, universities, aligned businesses, innovators, government and community.



Artist's impression of the Boot Factory Restoration



Artist's impression of the Boot Factory Restoration

To enhance the restoration of the Boot Factory building, Council is renovating the adjacent Mill Hill Community Centre and will connect the two buildings, providing the opportunity to share facilities, including the lift and accessible amenities.

Key features of Council's restoration and upgrade include:

- Flexible community spaces on the ground floor and top floor of the Boot Factory and the Mill Hill Community Centre
- Upgraded Community and Seniors Centre
- A new café at the Spring Street entry to the precinct with street and courtyard presence
- Upgrades to Norman Lee Place.

The restoration is expected to be completed in March next year.

Community consultation to inform the uses of the civic innovation hub included interviews and roundtables with knowledge and innovations experts from across the country and focus groups and workshops with residents including the Mill Hill Precinct and a Youth Summit. The consultation showed much support and enthusiasm for the Boot Factory to be renovated and reinvigorated as an important local community facility.

Council made arrangements for clients who attend the Mill Hill Community Centre to meet in alternative venues. The Mill Hill Centre will reopen when the restoration and upgrade project is completed.

PUBLIC WI-FI

Council's public Wi-Fi covers six locations across the LGA, including three beaches, Bondi Junction Centre (Oxford Mall and Spring Street), Waverley Library and Waverley Park. This service is used by more than 200,000 residents and visitors each year. A feasibility study was undertaken to identify potential locations for Wi-Fi expansion. The study revealed that tourists are the service's main users, and the current service covers the main tourist hotspots. There were 1.28 million Wi-Fi sessions with 393,000 unique users. The average session duration was 1 hr 6m 42s.

BUSINESS INTELLIGENCE AND DATA PROJECTS

Students from UNSW Data Analytics Master's Program were engaged to explore data sharing and reporting opportunities across Council. There has been an increase in data insights across the organisation through dashboard reporting using business intelligence tools. Some examples of projects include:

- Publishing spatial data as open data via TfNSW open data portal
- Partnering with TfNSW and app developers to share data for a Parking Innovation Challenge
- Partnering with TfNSW and local transport operators to share data for a Transport Innovation Project (Pick Up/Drop Off bays)
- Sharing dashboards with State Government Departments in response to COVID-19
- Acquiring and analysing spending data to discover insights into the

effects of COVID-19 restrictions on local businesses

- Using data to develop a framework for assessing the health and viability of a commercial centre.

Below is an example of the Council's dashboards relating to car park occupancy rates, showing the impact of COVID-19 restrictions on visitors to Bondi Junction Commercial Centre.

SMART CITIES STRATEGY 2023

Implementation of Smart Cities Strategy is in progress.

A Smart Cities Advisory Group was established to oversee the delivery of the Smart Waverley Strategy. The advisory group is a collaboration between internal staff to:

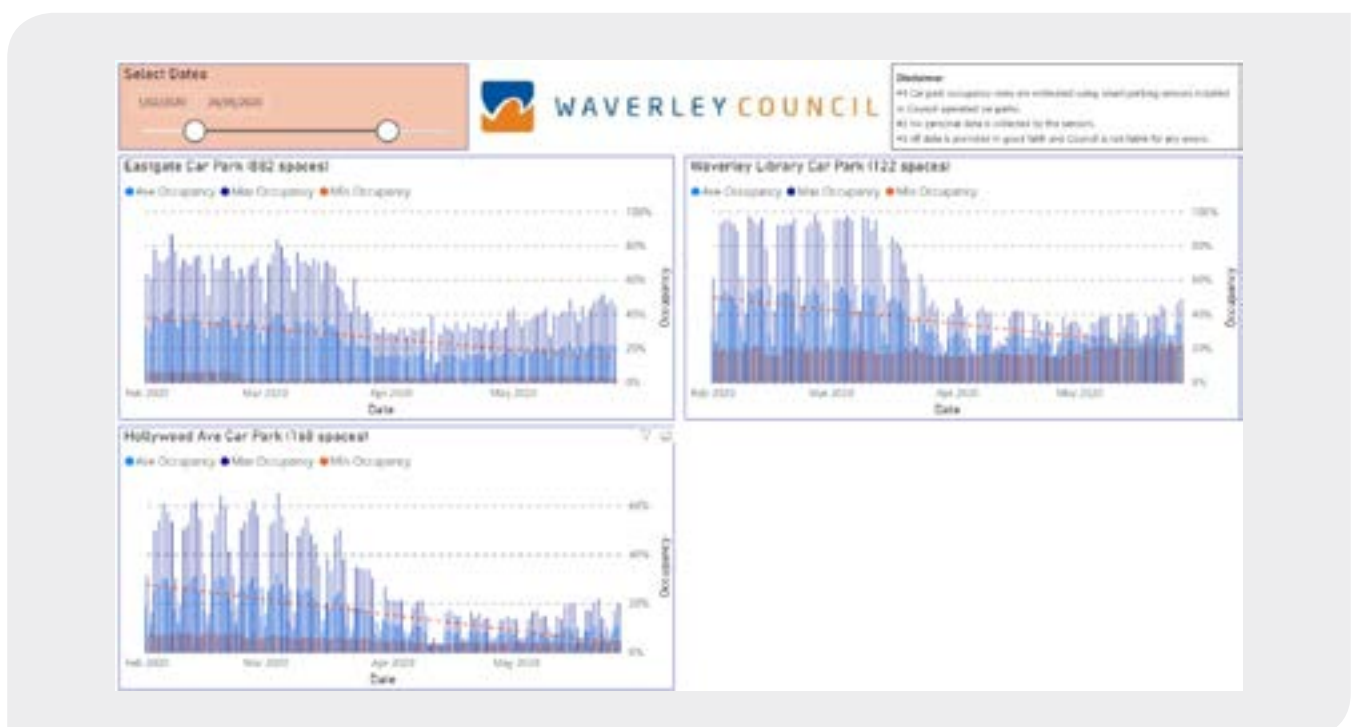
- Research and share case studies, industry standards and trends
- Monitor and report on

implementation of the Smart Waverley Program and projects

- Provide advice and support on strategic and technical issues raised by the project managers or directors
- Oversee the framework in which data is being managed across the organisation.

There has been progress in embedding Smart Cities knowledge and concepts across the organisation. They include:

- Creation of the Smart Waverley Program with an online interactive dashboard
- Creation of Smart Cities Advisory Group (SCAG) to administer the program in partnership with subject matter experts across Council, enabling teams to be at the forefront of innovative technological solutions as part of service delivery
- A series of internal lunch 'n' learn sessions facilitated to demystify technical topics such as



LoRaWAN, 5G, cloud computing, data security, data privacy, Internet of Things (IoT), blockchain, artificial intelligence, big data, interoperability and specific technology solutions

- Marketing completed projects by publishing case studies to inform the community and promote Council innovation
- Conducting presentations on numerous topics at different conferences such as Smart Cities Week, Innovation Forums and Cities Leadership Institute
- Publishing relevant articles in the Planning Institute of Australia (PIA) journal, Public Sector Network and GIS magazines.

A timeline of some of the priority projects that have been completed within the Smart Waverley Program is on the next page.

WASTE MANAGEMENT SYSTEM

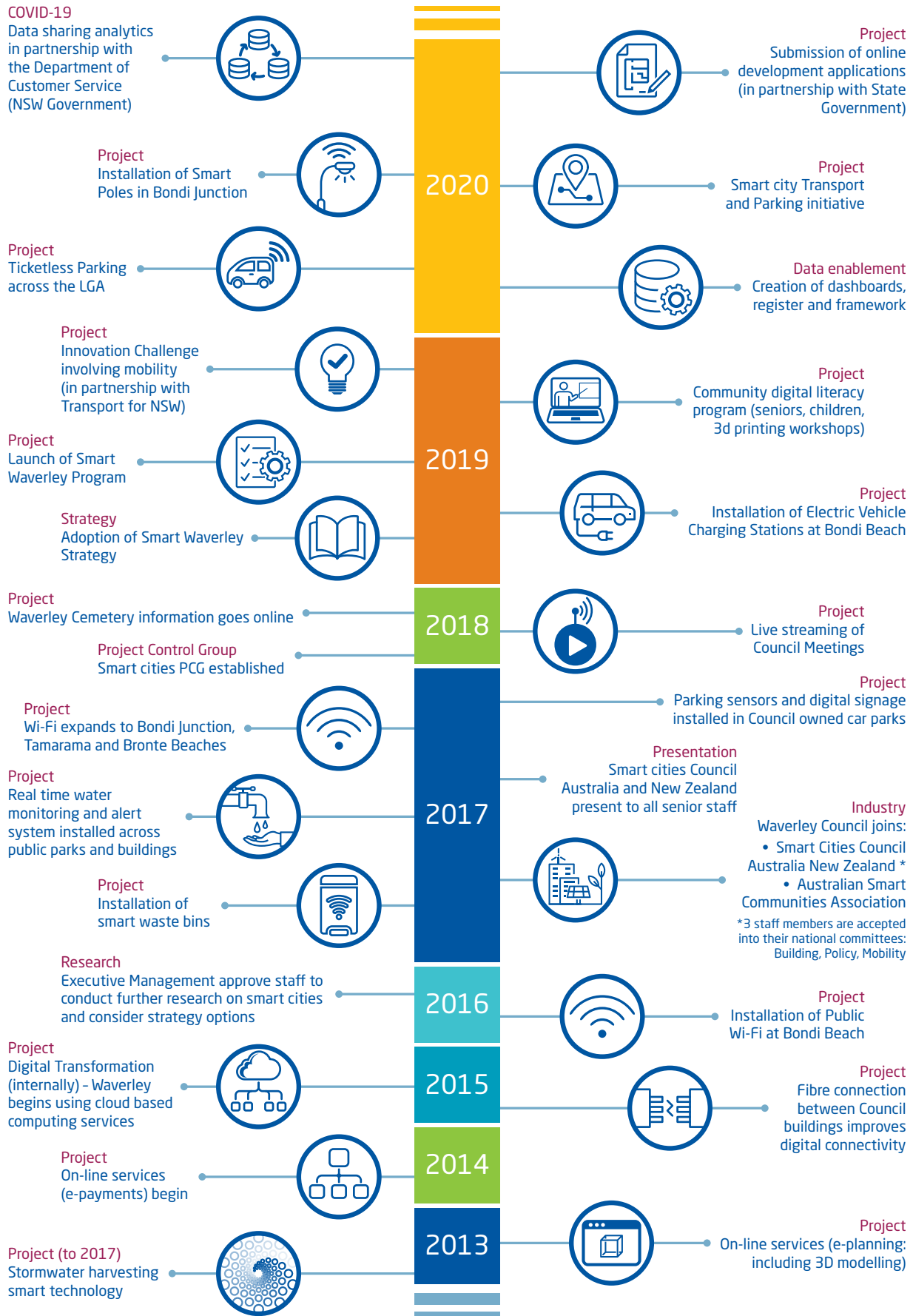
The Sustainable Waste Strategy sets actions to design and implement data management and report waste and recycling infrastructure on collection vehicles. The Waste Management Operating System is expected to be delivered in 2021–22 as part of Council's ICT strategy. The system will provide streamlined asset and data management, improved operations management, route management and real-time service and reporting capabilities. This innovative, integrated system will significantly enhance the efficiency of Council's waste management services and develop further customer service improvement opportunities for Council's services.

NEW ACQUISITION FOR LOCAL HISTORY COLLECTION

In 2020, Waverley Library purchased 1,350 high quality images for the Local History Collection. The archive includes photographs taken for and used in publications such as the Herald, the Age, the Sydney Sun and the Financial Review and date from the early 20th century to the 1990s. These collections were purchased from Duncan Miller Gallery, based in the United States. The Gallery had acquired the entire Sydney Morning Herald vintage photo archive. These items are housed in the climate controlled Local Studies Archive room while digitisation work is in progress.

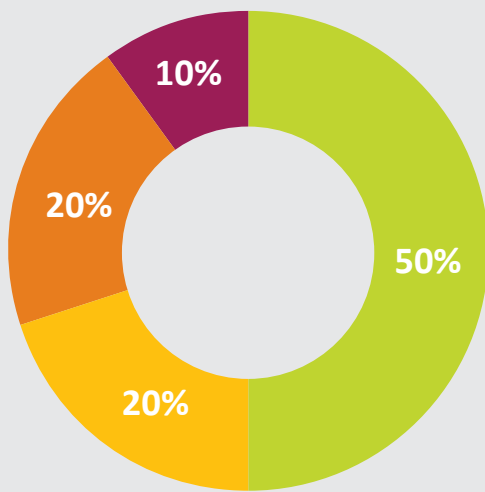


Waverley Library



Timeline of priority projects completed within the Smart Waverley Program

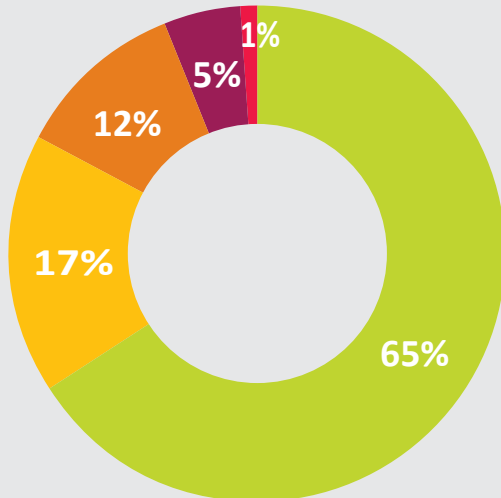
KNOWLEDGE AND INNOVATION



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

In the Knowledge and Innovation theme, 50% of the actions were completed, 20% are in progress, another 20% are in progress but are impacted by COVID-19, and 10% were delayed due to operational reasons

OVERALL PERFORMANCE



- Completed
- In Progress
- In Progress - Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

Overall, 65% of the actions in the Operational Plan were completed, 17% are in progress, 12% are in progress but are impacted by COVID-19, 5% were delayed due to operational reasons and 1% were delayed due to COVID-19.

Part 03.

**MEETING OUR
ADDITIONAL
STATUTORY
REQUIREMENTS**

AMOUNT OF RATES AND CHARGES WRITTEN OFF

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

Assessment number	Description	Rates	Waste and other charges	Extra Charges	Totals
32729.9	Rates for 2020–21 financial year as per Council resolution 7 October 2008 (32–48 Denison Street)	116,799.03	140.79	-	116,939.82
Various	Postponed 2014–15 rates and interest charges	1,649.58	-	1,055.50	2,705.08
	Sub totals	118,448.61	140.79	1,055.50	119,644.90
Various	Pension rebate Government Abandonment Section 575 (Local Government Act)	281,335.77	167,299.62	-	448,635.39
Various	Pension Council Abandonment Section 582	89,725.50			89,725.50
	Sub Totals	371,061.27	167,299.62	-	538,360.89
	Grand Totals	489,509.88	167,440.41	1055.5	658,005.79

MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor fees and expenses	Amount(\$)
Mayoral fees	44,230
Councillor fees	237,472
Miscellaneous expenses	242,874
Office equipment and maintenance	37,303
Telephone calls (mobile and landline)	18,121
Conference and seminars	6,123
Professional development	5,923
Interstate visits	-
Overseas visits	-
Spouse expenses	-
Provision for childcare	2,646

COUNCILLOR TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

The following Councillors participated in an ongoing professional development program:

- Cr Sally Betts
- Cr Angela Burrill
- Cr Leon Goltsman
- Cr Dominic WyKanak

Seminars, circulars and other activities were delivered as part of the ongoing professional development program. COVID-19 impacted the ability for Councillors to attend components of professional development training during the reporting period.

GENERAL MANAGER AND SENIOR STAFF REMUNERATION

In 2020-21, Council employed six senior staff as identified under the Local Government Act 1993. The six staff included the General Manager, three Directors, Chief Financial Officer and General Counsel. Please note that there were multiple acting arrangements and resignations during the reporting period. Therefore, the amount includes pay outs and payments made during the acting arrangements.

Position	Total remuneration including all benefits (\$)
General Manager	393,516
Senior Staff	1,628,039
Total	2,021,555

The total remuneration includes:

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

OVERSEAS VISIT BY COUNCIL STAFF

In 2020-21, there were no staff overseas visits.

REPORT ON INFRASTRUCTURE ASSETS

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	*2020–21 Required maintenance	2020–21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
BUILDINGS						
Council Offices/ Administration Centres	223	223	792	817	11,445	24,911
Council Works Depot	–	–	1,002	1,021	8,372	11,185
Council Public Halls	864	864	200	261	21,129	70,002
Libraries	–	–	593	579	21,329	37,025
Cultural Facilities	531	531	684	764	13,054	22,069
Other Buildings	801	801	1,512	1,398	50,163	82,668
Specialised Buildings	39	39	613	682	5,527	7,977
Sub-total	2,458	2,458	5,396	5,522	131,018	255,837

OTHER STRUCTURES						
Other structures	703	291	215	371	18,271	28,631
Sub-total	703	291	215	371	18,271	28,231

ROADS						
Sealed roads	225	–	885	907	64,684	107,713
Footpaths	332	–	5,204	5,455	36,430	63,506
Other road assets	142	–	2,395	2,581	17,083	28,329
Sealed roads structure	–	–	–	–	79,254	195,254
Kerb and Gutter	825	–	67	70	67,420	109,795
Sub-total	1,524	–	8,551	9,013	264,871	504,597

Notes * Required maintenance is the amount identified in Council's asset management plans.

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2020–21 Required maintenance	2020–21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
STORMWATER DRAINAGE						
Stormwater drainage	–	–	407	529	–	29,216
Other	365	–	–	–	75,461	98,195
Sub-total	365	–	407	529	75,461	127,411
OPEN SPACE/ RECREATIONAL ASSETS						
Open Space & Recreational Assets	1,785	–	5,592	5,652	90,430	165,120
Sub-total	1,785	–	5,592	5,652	90,430	165,120
Total - All Assets	6,835	2,749	20,161	21,087	580,051	1,081,596

Infrastructure asset performance indicators (consolidated)*

\$'000	Amounts 2021	Indicator 2021	2020	Prior Periods 2019 2018	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	49,638	268.81%	155.45%	82.56%	94.13%
Depreciation, amortisation and impairment	18,466				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	6,835	1.09%	0.99%	1.01%	1.05%
Net carrying amount of infrastructure assets	625,169				
Asset maintenance ratio					
Actual asset maintenance	21,087	104.59%	108.19%	102.33%	94.25%
Required asset maintenance	20,161				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	2,749	0.25%	0.56%	0.60%	0.64%
Gross replacement cost	1,081,596				

Notes * All asset performance indicators are calculated using the asset classes identified in the previous table.

1. Asset renewals represent the replacement and/or refurbishments of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

INFRASTRUCTURE ASSET CONDITION ASSESSMENT 'KEY'

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

\$'000 Asset Category	Assets in condition as a percentage of gross replacement cost				
	1	2	3	4	5
BUILDINGS					
Council Offices/ Administration Centres	0.1%	25.1%	69.8%	5.1%	0%
Council Works Depot	98.2%	0.0%	1.8%	0.0%	0.0%
Council Public Halls	11.2%	0.0%	81.7%	7.1%	0.0%
Libraries	0.0%	100.0%	0.0%	0.0%	0.0%
Cultural Facilities	62.6%	0.0%	30.2%	4.3%	2.9%
Other Buildings	11.0%	46.9%	36.5%	5.6%	0.0%
Specialised Buildings	66.5%	6.1%	24.7%	2.7%	0.0%
Sub-total	18.4%	32.3%	44.4%	4.7%	0.3%

OTHER STRUCTURES					
Other structures	56.4%	19.1%	10.5%	14.0%	0.0%
Sub-total	56.4%	19.1%	10.5%	14.0%	0.0%

ROADS					
Sealed roads	24.2%	56.6%	18.0%	1.2%	0.0%
Footpaths	14.7%	66.3%	16.0%	3.0%	0.0%
Other road assets	35.6%	47.2%	14.4%	2.8%	0.0%
Sealed roads structure	2.4%	0.1%	97.5%	0.0%	0.0%
Kerb and Gutter	32.7%	48.9%	14.3%	4.1%	0.0%
Sub-total	17.1%	33.8%	47.5%	1.7%	0.0%

STORMWATER DRAINAGE					
Stormwater drainage	27.5%	67.9%	4.6%	0.0%	0.0%
Other	12.4%	68.2%	18.3%	1.1%	0.0%
Sub-total	15.9%	68.1%	15.2%	0.8%	0.0%

OPEN SPACE/ RECREATIONAL ASSETS					
Swimming pools	34.6%	38.1%	21.8%	5.5%	0.0%
Sub-total	34.6%	38.1%	21.8%	5.5%	0.0%
Total - All Assets	21.0%	37.7%	38.1%	3.2%	0.1%

GOVERNMENT INFORMATION (PUBLIC ACCESS)

The Government Information (Public Access) (GIPA) Act 2009 requires councils to prepare an annual report on their obligations under the Act. The tables below summarise the access applications received by Council in 2020–21.

Thirty-one applications (including withdrawn applications but not including invalid applications) were received during the year. Three applications were refused in part because they were for the disclosure of information referred to in schedule 1 of the Act (information for which there is a conclusive presumption of overriding public interest against disclosure).

A review was carried out under section 7(3) of the GIPA Act (authorised proactive release of government information) and various information was made publicly available on Council's website.

**TABLE A:
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Inform- ation not Held	Inform- ation Already Avail- able	Refuse to Deal with Applica- tion	Refuse to Con- firm/ Deny whether inform- ation is held	Appli- cation With- drawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	3	3	0	1	0	0	0	0	7	14%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal represen- tative)	2	4	0	3	1	0	0	2	12	24%
Members of the public (other)	13	11	0	3	0	1	0	3	31	62%
Total	18	18	0	7	1	1	0	5	50	
% of Total	36%	36%	0%	14%	2%	2%	0%	10%		

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

**TABLE B:
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Infor- mation Already Available	Refuse to Deal with Applica- tion	Refuse to Confirm/ Deny whether informa- tion is held	Appli- cation With- drawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	18	18	0	7	1	1	0	4	49	98%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	1	1	2%
Total	18	18	0	7	1	1	0	5	50	
% of Total	36%	36%	0%	14%	2%	2%	0%	10%		

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

**TABLE C:
INVALID APPLICATIONS - NIL**

**TABLE D:
CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST
AGAINST DISCLOSURE**

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	3	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	3	

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

**TABLE E:
OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE:
MATTERS LISTED IN TABLE TO SECTION 14 OF ACT**

	Number of times consideration used*	% of Total
Responsible and effective government	5	19%
Law enforcement and security	2	7%
Individual rights, judicial processes and natural justice	17	63%
Business interests of agencies and other persons	3	11%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	27	

**TABLE F:
TIMELINESS**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	23	88%
Decided after 35 days (by agreement with applicant)	1	4%
Not decided within time (deemed refusal)	2	8%
Total	26	

**TABLE G:
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT**

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	1	1	100%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	1	1	
% of Total	0%	100%		

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

**TABLE H:
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT**

	Number of applications for review	% of Total
Applications by access applicants	3	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	3	

TABLE I:
APPLICATIONS TRANSFERRED TO OTHER AGENCIES - NIL

PUBLIC INTEREST DISCLOSURES

In 2020–21, no public interest disclosures were received by Council.

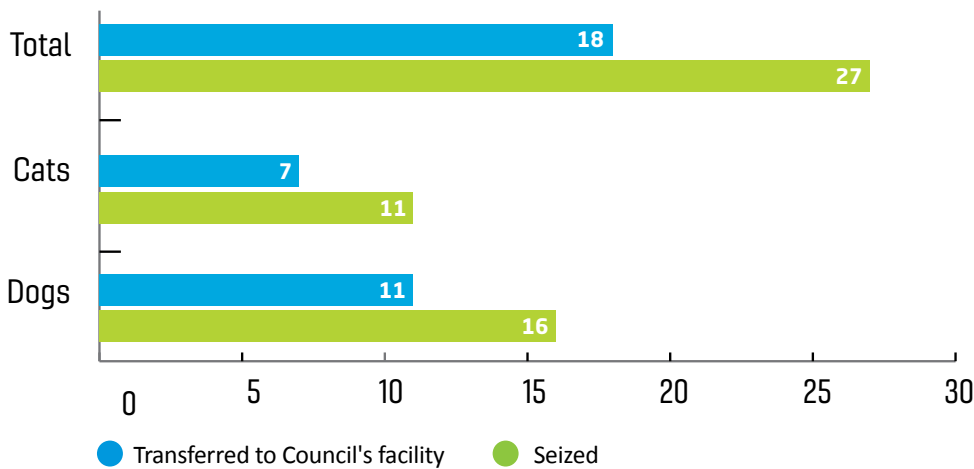
Council has a public interest disclosures policy in place. Information is made available on the staff intranet to ensure staff are aware of the policy.

COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATION

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

Twenty-seven animals were seized, and 18 were transferred to Council's pound facility.

Twenty-three dog attacks were reported during the year. These involved 11 animal victims and 12 human victims.



Council spent \$34,169 on kennelling and care; \$692 was spent on education and equipment. A \$4,000 grant was provided to Council and subsequently forwarded to the Sydney Dogs and Cats Home (Council's contracted pound facility) to assist with the provision of service during COVID-19.

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

Council continues to encourage the de-sexing of dogs and cats by offering significantly reduced registration fees for de-sexed dogs and cats. Information is available on the Council website and provided by Council officers.

Council uses a pound facility with a 'low kill' policy and seeks authorisation from Council before any euthanasia is carried out (except in emergency situations). Council provides a number of offleash areas throughout the area.

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

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

The timed off-leash areas are at:

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

AMOUNT INCURRED IN LEGAL PROCEEDINGS

PLANNING MATTERS

Council spent a total of \$911,855 on legal appeal proceedings for planning matters. Under the provisions of the *Environmental Planning and Assessment Act 1979*, \$573,271 was paid for legal representation and \$338,585 for external expert consultants. Council received an amount of \$351,448 as Section 8.15 costs under the Environmental Planning and Assessment Act. The details of legal proceedings related to planning matters are set in Table A.

BUILDING COMPLIANCE

Council spent \$297,717 on building compliance proceedings. The details of legal proceedings related to building compliance proceedings are set in Table B.

COMPANION ANIMALS AND OTHER COMPLIANCE MATTERS

Council spent \$29,733 for legal appeal proceedings related to companion animals, health and safety matters and regulatory control. Of the six proceedings on companion animals, four proceedings were finalised, and two are ongoing.

CIVIL ENFORCEMENT

Council spent \$186,259 on civil enforcement proceedings. The details of legal proceedings related to civil enforcement proceedings are set out in Table C.

**TABLE A:
LEGAL PROCEEDINGS RELATED TO PLANNING MATTERS**

Property	Issue	Status	Results
5-11 Hollywood Avenue, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Appeal Upheld with amended conditions
599-603 Old South Head Road, Rose Bay	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
18-20 Allens Parade, Bondi Junction	Class 1 - Deemed refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
97 Glenayr Avenue, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
105 Wellington Street, Bondi	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
10 Kobada Road, Dover Heights	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
Unit 54/107 Macpherson Street, Bronte	Class 1 - Actual Refusal	Finalised	Discontinued
515 Old South Head Road, Rose Bay	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
124 - 126 Campbell Parade, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs

TABLE A CONTINUED

Property	Issue	Status	Results
81 Anglesea Street, Bondi	Class 1 - Deemed Refusal	Finalised	Consent Order Hearing - Appeal Upheld with conditions and costs
22-26 Edward Street, Bondi	Class 1 - Deemed Refusal	Ongoing	Awaiting judgement (decision pending)
20 Loombah Rd, Dover Heights	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
65 Blair Street, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
45-47 Ramsgate Avenue, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
28 MacDonald Street, Vaucluse	Class 1 - Refusal	Finalised	Dismissed
24 Belgrave Street, Bronte	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
2-4 Jaques Avenue, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Dismissed
27 Princess Street, Rose Bay	Class 1 - Refusal of s4.55	Finalised	Appeal Upheld with amended conditions
3 Gilgandra Road, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
2 Blenheim Street, Queens Park	Class 1 - Actual Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
29 MacPherson Street, Waverley	Class 1 - Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions
278-282 Birrell Street, Bondi	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
81 Ebley Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
56 Sir Thomas Mitchell Road, Bondi Beach	Class 1 - Actual Refusal	Ongoing	Dismissed
10 Denison Street, Bondi Junction	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
1 Mitchell Street, North Bondi	Class 1 - Actual Refusal	Ongoing	Awaiting judgement (decision pending)
54/107 MacPherson Street, Bronte	Class 1 - Deemed Refusal of s4.55	Finalised	Appeal Upheld with amended conditions
21 Thompson Street, Tamarama	Class 1 - Actual Refusal	Finalised	Discontinued
427 Bronte Road, Bronte	Class 1 - Actual Refusal of Review	Ongoing	

TABLE A CONTINUED

Property	Issue	Status	Results
75 Newland Street, Bondi Junction	Class 1 - Actual Refusal	Finalised	Dismissed
27 & 29 Kimberley Street, Vaucluse	Class 1 - Deemed Refusal	Ongoing	
110 - 116 Bronte Road Bondi Junction	Class 1 - Deemed Refusal of s4.55	Ongoing	
447 Bronte Road, Bronte	Class 1 - Actual Refusal	Finalised	Appeal Upheld with amended conditions
53 -57 Beaumont Street, Rose Bay	Class 1 - Deemed Refusal	Ongoing	
10 Rawson Avenue, Queens Park	Class 4 Appeal (Judicial Review)	Ongoing	
87 Blair Street, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
85 Blair Street, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
132 Hewlett Street, Bronte	Class 1 - Actual Refusal	Ongoing	
2 Princess Street, Rose Bay	Class 1 - Deemed Refusal	Ongoing	
99-111 Glenayr Avenue, Bondi Beach	Class 1 - Refusal of s4.55	Ongoing	
154 Ramsgate Avenue, North Bondi	Class 1 - Actual Refusal	Ongoing	

**TABLE B:
DETAILS OF BUILDING COMPLIANCE MATTERS**

Property	Issue	Status	Results
6 Wolaroi Crescent, Tamarama	Five separate matters in Land and Environment Court regarding illegal work	1 Finalised 4 Ongoing	Class 4 appeal against stop work order dismissed, costs awarded to Council
30 Dellview Street, Tamarama	Appeal against an Order	Finalised	Upheld, on terms acceptable to Council
413 Bronte Road, Bronte	Appeal against an Order	Finalised	Upheld, on terms acceptable to Council
70 Edward Street, Bondi	Enforcing Order	Ongoing	
72 Plowman Street, North Bondi	Appeal against refusal of a Building Information Certificate	Finalised	Upheld, on terms acceptable to Council
232 Campbell Parade, Bondi Beach	Advice sought in relation to order	Finalised	Advice provided

TABLE B CONTINUED

Property	Issue	Status	Results
391 Bronte Road, Bronte	Appeal against Penalty Infringement Notices (PIN's) issued	Finalised	Appeal dismissed and costs awarded to Council.
99 Glenayr Avenue, Bondi Beach (Beach Road Hotel)	Appeal against Penalty Infringement Notices (PIN's) issued	Finalised	Upheld, appeal lodged with Land and Environment Court

**TABLE C:
DETAILS OF CIVIL ENFORCEMENT PROCEEDINGS**

Property	Issue	Status	Results
19 Boonara Avenue, Bondi	Civil enforcement proceedings	Ongoing	Found in favour of Council. Property cleaned up - costs assessment ongoing

PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Actions	Outcome	Progress Comments
Priority 1: People with disability		
Review recruitment, selection criteria and recruitment methods to remove barriers and improve opportunities to support a diverse workforce	Review completed and recommendations implemented	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. All job advertisements carry the following EEO Statement "Waverley Council is committed to providing equal employment opportunities to all candidates. We encourage applications from women and men from diverse groups, including, but not limited to, Aboriginal and Torres Strait Island people; people from culturally diverse backgrounds; young people; older workers; people with disabilities; LGBTIQ; and other minority groups". Candidates are provided with an option to seek assistance for the interview
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace	Adjustments reviewed and implemented	As part of the new online onboarding process, new employees and internal candidates are asked if they require any reasonable adjustment to perform their role
Review and implement accessibility recommendations to Council premises and facilities	Review completed and recommendations implemented	Council Chambers has a lift and an accessible ramp to support staff, potential candidates and visitors to access the building. Other site locations such as Mill Hill, Spring Street and Library provide accessible entry. Disability Access standards are considered for capital works construction
Partner with disability networks and specialist agencies to increase applications received from people with disability	Partnerships established and used in recruitment	This activity is impacted by COVID-19 pandemic, to be included in the new training catalogue

Actions	Outcome	Progress Comments
Priority 2: Aboriginal and Torres Strait Islander People		
Prepare and Implement an Aboriginal and Torres Strait Islander Employment Strategy in line with Reconciliation Action Plan deliverables	90% of the annual programs implemented	Council currently has recruited six trainees and apprentices as part of the Elsa Dixon Aboriginal Employment Program. Work is continuing in this area to develop a robust strategy
Provide networking opportunities for Aboriginal and Torres Strait Islander (ATSI) staff	Aboriginal staff satisfaction with availability of support systems	Preliminary discussions to understand staff networking expectations indicate there is no interest in networking. The current broader inclusive approach to all staff meets employee expectations. However, Council will be exploring this further in future. Heritage and cultural activities organised to promote local heritage are open to all staff
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Staff training completed	Cultural awareness training packages are explored

Actions	Outcome	Progress Comments
Priority 3: Culturally and Linguistically Diverse (CALD) People		
Provide staff from culturally and linguistically diverse backgrounds with courses and programs that supports career progression	Staff training completed	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on-the-job and working and interacting with others in the workplace. Learning for managers is achieved through three broad forms of learning - 70% informal learning, on the job experience, learning transfer and stretch projects; 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through formal structured, targeted training. People leaders are trained to enable them to have meaningful conversations in relation to development including career progression
Provide literacy support programs for staff who are predominantly from diverse cultural backgrounds including outdoor staff	Staff training complete	Council partnered with TAFE NSW to deliver a digital literacy course to 20 participants from across our outdoor workforce. The course aimed to develop critical digital skills required by employers and industry, to meet current and future skills needs. This training will be included in the Learning Management Software training catalogue moving forward
Investigate cultural barriers affecting staff and develop support strategies	Investigation completed and support strategies implemented	To be included in the Employee Engagement Survey in October 2022. An Elearning module is currently under development and will be rolled out to all employees every two years moving forward
Review and update training material to meet the needs of CALD staff e.g. use of graphics for Workplace Health and Safety instructions	Training material updated	All of the Council's training materials are written to common score standards

Actions	Outcome	Progress Comments
Priority 4: Women		
Encourage a culture that promotes women in management roles	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion	Council encourage women to apply for positions at all levels of the organisation as an equal opportunity provider. 67% of the Executive Leadership Team comprises women, and 28% of the Senior Leadership Team comprises women
Formalise involvement of women in senior management, coaching and mentoring other women within Council, to support career progression	Increase in coaching/mentoring opportunities for women in senior management	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on-the-job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. People leaders are trained to enable them to have meaningful conversations in relation to development including career progression. The Program aims to provide the skills to encourage meaningful conversations concerning development and career progression
Promote success stories of women in leadership and non-traditional roles through website and other media	Success stories published	Success stories are a feature in the Staff Newsletter
Attract women applicants to non-traditional areas of work	Increase in applications received from women in non-traditional areas of work(*Non-traditional positions are generally classified as professions demonstrated to be dominated by male workers, such as engineers, open spaces officers, resource recovery, IT, construction, lifeguards and facilities)	Employment is merit-based in accordance with Legislation

Actions	Outcome	Progress Comments
Priority 4: Women		
Investigate opportunities to transition women back to workforce	Recommendations report completed	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women to transition back to work from parental leave. In addition, the Council has a Domestic and Family Violence Guidelines to support employees experiencing violence, including measures to support staff returning/ continuing work in those circumstances
Priority 5: Youth		
Develop an integrated framework that formalises procedures for developing and recruiting student placements, work experience opportunities and trainee and apprenticeship placements	10 young people engaged in work experience/ apprenticeships/internships/ traineeships	The preparation of an integrated framework is delayed. However, Council has employed 15 trainees and apprentices in various roles across the organisation
Partner with schools, universities and youth organisations to provide opportunities for youth	Four partnerships established	COVID-19 restrictions have delayed work in this area. However Council continues to partner with Apprenticeships Australia, Randwick TAFE, Elsa Dixon and local colleges remotely

Actions	Outcome	Progress Comments
Priority 6: Ageing Workforce		
Develop support mechanisms for ageing/ mature staff to start career planning and post career options including retirement planning that meets the needs of individual employees	Career transition options available for retiring staff	Transition to a retirement provision is included in the Local Government State Award
Prepare and implement an ageing strategy to address workforce issues	90% of the annual programs implemented	The 2022 Waverley Workforce Plan/Strategy will address challenges associated with our ageing workforce
Form an alumni network that recognises and provides opportunities for highly skilled employees post retirement	Alumni network formed and opportunity areas identified	This action is impacted by COVID-19
Priority 7: Fair and non-discriminatory work practises		
Implement training and awareness programs for staff to improve EEO understanding	Trainings implemented	EEO training and awareness program are incorporated as part of new staff inductions. All new employees are familiarised with EEO as part of the induction program. In 2020-21, COVID-19 pandemic impacted new staff orientation sessions. When orientation sessions resume, these training will continue
Embed a work culture that respects, values and celebrates diversity and measures individual EEO performance through SAPA process	Council's performance assessment process measures behaviour consistent with EEO principles	Work has commenced on finalising values and behaviours and will be included in the Performance Management Framework as part of our Total Reward Strategy. Work will continue in 2022 in embedding the values across the organisation
	Increase in number of employees demonstrating understanding of EEO through their work that meets or exceeds expectations	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim is to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. The new Diversity and Inclusion Policy aims to integrate inclusion into the way we work and how we do business to ensure that it is a core part of Councils culture. An eLearning module is currently under development and will be deployed to all employees every two years

Actions	Outcome	Progress Comments
Priority 7: Fair and non-discriminatory work practises		
Review and update flexible work place policy to meet the needs of a diverse workforce including primary carers, young people and ageing workforce	Policy adopted	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women to transition back to work from parental leave. Council has Domestic and Family Violence Guidelines in place to support employees experiencing violence, including measures to support staff returning /continuing work in those circumstances
Review and update relevant policies, processes and systems to support EEO needs (Parental Leave Guidelines, Pay Policy, Recruitment Guidelines, Reward and Recognition Guidelines and Working from Home Guidelines)	Review completed and recommendations implemented	

Actions	Outcome	Progress Comments
Priority 7: Fair and non-discriminatory work practises		
Provide employment opportunities for a diverse workforce through secondments, mentoring, coaching, traineeships and work experience	Opportunities identified and promoted	The introduction of the 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working, and interacting with others in the workplace. Learning for managers and each other is achieved through three broad forms of learning- 70% informal learning, on the job experience, learning transfer and stretch projects, 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through formal structured and targeted training
Monitor implementation of Respectful Work Place policy and its implementation through a range of methods including exit interviews	Positive behaviour recognised and unacceptable behaviour addressed in line with Councils policies	Positive behaviour is recognised through Skills and Performance Assessment process and staff recognition awards. Unacceptable behaviour that is reported is investigated and necessary actions taken
Establish mechanism to gather EEO data on an ongoing basis and analyse EEO data for decision making	Annual EEO survey completed	Metric and dashboards are currently under development. Challenges and opportunities are to be addressed in the 2022 Workforce Management Plan
Promote people's success stories across the organisation	EEO stories published	A regular feature of staff communication newsletter

PROGRESS REPORT - DISABILITY INCLUSION ACTION PLAN (DIAP) 2020-21

FOCUS AREA 1: INCLUSIVE ATTITUDES AND BEHAVIOURS

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

Key Actions/Projects in 2020-21	Comments
Deliver a community awareness program with partner agencies to promote inclusive attitudes and increase understanding of hidden disability	Our Vision for Inclusion video was launched to raise awareness on bullying, employment, relationships and social stigma faced by people with disability. Mental health support was a key theme of regional service provider interagencies
Provide ongoing opportunities for staff to develop knowledge and skills to apply access and inclusion principles and practices within their key job responsibilities	Staff training and information provided by NSW Council for Intellectual Disability on how to support the employment of people with an intellectual disability
Continue to award good practice in access and inclusion through Council's Local Business Awards	Business Award for Inclusion was established. However, COVID-19 impacted the annual awards
Promote the commercial benefits to local business of inclusive business and employment	Business Resource Centre established includes accessibility resources. Inclusive tourism strategies plan is delayed

FOCUS AREA 2: LIVEABLE COMMUNITIES

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

Key Actions/Projects in 2020–21	Comments
Develop business models of excellence for Waverley's services for older people, people with disability and children	Council's disability and children's services continued to deliver essential face to face services throughout COVID-19 lockdowns. The Seniors Centre was relocated to the library whilst the Mill Hill Centre is refurbished
Increase the delivery of access and inclusion initiatives in the region by working with partner agencies and promoting Council's small grants program	The Small Grants program was rolled out. COVID-19 impacted some projects. Forums were held with service networks to understand the impact of COVID-19. Continued service delivery for vulnerable people
Promote information to help people better understand consumer directed care and to exercise choice and control in choosing services	Information resources were developed and promoted to support vulnerable people during the COVID-19 pandemic, including NSW Health information and advice. Disability and Carer Gateways and My Aged Care were promoted
Review event management processes and procedures to increase the accessibility and inclusiveness of events held in the region	Events internal and external policies were updated to guide inclusion. Inclusive Events Guidelines is delayed
Increase and promote recreational, social, and cultural programs that are inclusive accessible	Disability networks were supported through venue support and grants. COVID-19 impacted Inclusive beach initiatives
Maintain Waverley's social housing program for older people and people with a mild intellectual disability and continue to advocate to NSW Government for increased diversity of housing stock that is affordable and accessible	The concept design was endorsed to refurbish a social housing apartment block consisting of studio, 1 and 2 bed units to Liveable Housing Design Guidelines. The Waverley Housing Advisory Committee was re-established to consider recommendations for Council's affordable housing program
Explore options to mandate universal housing design standards in Councils urban planning policy and work with partner agencies to showcase universal housing design initiatives	Promotion of liveable housing was delayed pending review of the website content
Continue to advocate for and support housing and homelessness partnerships and initiatives to deliver housing outcomes	Street Count was completed. Support and accommodation options during the COVID-19 pandemic resulted in a reduction in the number of people experiencing street homelessness

FOCUS AREA 2: LIVEABLE COMMUNITIES CONTINUED

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

Key Actions/Projects in 2020–21	Comments
Design all new council assets, buildings and open spaces to disability access standards and universal design principles	Bondi Pavilion restoration progressed, and temporarily accessible amenities and changing places were installed. Mill Hill Centre and Boot Factory refurbishment is in progress. Inclusive Play Study was completed. Bondi Beach play space was upgraded to include accessible features
Continue to provide an annual capital works program to upgrade footpaths, pedestrian crossings, kerb ramps and bus shelters to universal design principles	Streetscape upgrades to prioritise pedestrian access were completed at Bondi Junction, Notts Avenue and Bronte Cutting. The Street design manual was updated, promoting universal design principles in the built environment. Two bus shelters were upgraded and 40km/hr zones implementation is in progress
Implement strategies to improve beach wheelchair loan systems and access to designated beaches	Beach matting is placed out three times a week, weather permitting

- 2.3. The community is a place where people can move about easily to access services and facilities and participate in community life.

Key Actions/Projects in 2018–19	Comments
Work with relevant public transport agencies to improve the transport network in the region for people with disability	Work continues with transport agencies to improve the network through the Transport Committee
Increase the number of drop off and pick up zones in town centres, and outside key destinations venues and facilities.	A trial of pick up and drop off points (PUDO) was completed. The need for accessible PUDO spaces to be identified and installed following trial
Increase the number of designated accessible parking spaces at key venues/facilities and monitor and enforce the appropriate use of mobility parking	Community bus spaces are scheduled for upgrade in 2021–22
Develop a Wayfinding strategy that meets the needs of people with disability and prioritise upgrading signage in major centres	Action pending completion of access audits scheduled from 2022–26

FOCUS AREA 3: MEANINGFUL EMPLOYMENT

3.1. People of all abilities have access to meaningful employment.

Key Actions/Projects in 2018–19	Comments
Opportunities for learning and skills development for adults with mild intellectual disability are provided through the Waverley Community Living Program	A hybrid program of remote and face to face learning supports provided
Explore the development of a program to support internships, traineeship and apprenticeship opportunities within Council	NSW CID's 'More than Just a Job' staff training to support the employment of people with an intellectual disability
Review Council's volunteering policy to ensure opportunities for volunteering are inclusive	Review of volunteering policy and supporting documents in progress

FOCUS AREA 4: SYSTEMS AND PROCESSES

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

Key Actions/Projects in 2018–19	Comments
Council publications and documents are available in a diverse range of formats and the website is compliant with WCAG 2.0	Action to improve website navigation pending implementation of ICT strategy
Review Council's consultation processes, including the structure and role of Council's Access committee, to support participation and engagement of a diverse range of people in Council initiative	New terms of reference to support a new access panel was developed and endorsed. A new Access Panel was recruited
Identify and involve people with relevant expertise and lived experience of disability during the planning & design stages of major development and upgrades, policy development and purchase of equipment	Community Engagement Policy and Strategy include criteria for engaging people with disability. Community Well-being forum was held to inform the Community Well-Being strategy with further consultation planned

SWIMMING POOL INSPECTIONS

In 2020–21, one tourist and visitor premise was due for inspection, and was completed. Thirteen inspections were carried out at premises with more than two dwellings. Thirty-nine inspections resulted in issuing of a certificate of compliance under Section

22D of the Swimming Pool Act. Five inspections resulted in a certificate of non-compliance under Clause 21 of the Swimming Pool Regulation.

WORKS UNDERTAKEN ON PRIVATE LAND

There were no works undertaken on private land.

RECOVERY AND THREAT ABATEMENT PLANS

Council is identified in the Eastern Suburbs Banksia Scrub Recovery Plan as responsible for implementing weed management in York Road, Bondi Junction. In addition, the condition of remnant vegetation improved in endangered ecological communities' and threatened species' population health as a result of the implementation of Biodiversity Action Plan: Remnant Sites 2015-2020.

Eastern Suburbs Banksia Scrub in the Sydney Basin Bioregion is listed as an endangered ecological community at both state and national levels.

The 2020 Bushland Remnant Condition and Flora Survey found:

- 1,500m² at York Road Bushland, Queens Park (ESBS Centennial Parklands land)

- 625m² at York Road road verge, Queens Park (ESBS Council managed land) was in good condition (total area of this remnant is 715m²)
- All of the York Road road verge vegetation was in Poor or Very Poor condition in 2015
- Two additional native plant species were recorded at road verge in 2020 (15 in 2020 - compared to 13 found in the 2015 survey).

Acacia terminalis subspecies Eastern Sydney is listed as an endangered species at both state and national levels. There has been an increase in the numbers of *Acacia terminalis* subspecies in Eastern Sydney at Loombah Road Cliffs, North Bondi, from approximately two in 2015 to sixteen in 2020.

ENVIRONMENTAL UPGRADE AGREEMENTS

In 2020–21, there were no Environment Upgrade Agreements in place.

VOLUNTARY PLANNING AGREEMENTS

VPA Application details	Details of proposal	Additional FSR sought	Exceedance (Sqm)	Contribution Amount(\$)
DA-435/2016/B 80 Bronte Road, Bondi Junction	Significant alterations and additions to existing building (retaining side party walls and front façade) to create a mixed use building of four storeys, as modified	11%	38	149,682
DA-89/2016 362 - 374 Oxford Street, Bondi Junction	Demolition of existing building and construction of mixed used building inc residential, serviced apartments and ground floor retail	15%	670	2,026,313
DA-82/2016 629-631 Old South Head Road, Rose Bay	Demolition of existing buildings , amalgamation of two torrens title lots, construction of a four storey residential flat building comprising 12 units and basement carparking and strata subdivision	11%	74	439,356
DA-498/2017 87-99 Oxford Street and 16-22 Spring Street, Bondi Junction	Demolition of existing structures; construction of a new 14 storey mixed use building comprising residential apartments, retail and commercial premises, and four basement levels; and a planning agreement	15%	1,721	In-kind contribution equal to the amount of \$5,164,237
DA-452/2018/B 657 Old South Head Road, Vaucluse	Demolition of commerical building and construction of a shop top housing development including basement parking, landscaping and associated works	15%	108.5	425,640
DA-187/2020/A 278-282 Birrell Street, Bondi Junction	Modification to basement level to accommodate additional storage to satisfy condition 21 and amendments to wording of condition 4 to allow preliminary works to commence	38%	469	1,735,300

CONTRACTS AWARDED BY COUNCIL

In 2020–21, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Purpose	Supplier	\$ Value(incl. GST)
Bondi Pavilion Restoration and Conservation Project	Buildcorp Group Pty Limited	35,627,048
Boot Factory Adaptive Reuse Project	Lloyd Group Pty Ltd	8,215,479
Tamarama Surf Life Saving Club Building Upgrade	Lloyd Group Pty Ltd	4,332,790
Bronte Cutting Safety Upgrade	Quality Management & Constructions Pty Ltd	1,064,470
Bondi Lifeguard Facilities Upgrade	Hibernian Contracting Pty Ltd	1,043,075
Barracluff Park Playground Upgrades	Hibernian Contracting Pty Ltd	852,470
Bondi Pavilion Early Works	Gough & Co Pty Ltd	799,296
Professional Services Design & Documentation	Lahznimmo Architects Pty Ltd	751,694
Internal Audit Services	Grant Thornton Australia Limited	625,350
Safety By Design In Public Places	Arup Australia Pty Ltd	574,224
Streetscape Renewal Upgrades - York Road, Curlewis Street, Roscoe Street & Glenayr Avenue	Northrop Consulting Engineers	492,250
Arden Street Signals & Safety Upgrade	Ally Property Services Pty Ltd t/a Ally Civil	453,796
Kerb and Gutter Reconstructions - Wallangra Road, Dover Road and Francis Street	Mack Civil Engineering	434,228
Marlborough Reserve Playground Upgrade	GJ's Landscape Pty Ltd	402,199
Bronte, Gardiner & Waverley Education Centre Upgrade Project	Rogers Construction Group	389,804
Military Road Pinch Points	Civeco Pty Ltd	376,500
Thomas Hogan Reserve Landscape Stage 2	Glascott Landscape & Civil Pty Ltd	295,107
Varna Park Upgrade	Trimcon Civil Contracts Pty Ltd	291,342
MacPherson Street and Ocean Street Traffic Improvements	Citywide Asphalt Pty Ltd	277,698
XINC Engineering	Waverley Fencing Projects	268,427
ICT Modernisation Business Case Development	KPMG Enterprise Australia	247,340
Rockfall Remediation Works	Retaining Specialists Pty Ltd	239,365
Construction Services - Old South Head Road, Diamond Bay Rd, and Campbell Parade	Quality Management & Constructions	194,454
Public Domain Tree Inventory Update	Mosaic Insights	193,988
Community Engagement for Waverley Community Strategic Plan	Cred Community Pty Ltd	192,280
Tamarama Surf Life Saving Club Building Upgrade	Choi Ropia Fighera Pty Ltd	189,887
Clifftop Walkway Upgrade	Thompson Berrill Landscape Design Pty Ltd	178,609
Cyber Security Training and Awareness Programme	Ernst & Young	173,365
Bondi Park Playground Upgrade	GJ's Landscape Pty Ltd	169,623
Bondi Park Outdoor Fitness Station	Moduplay Group Pty Ltd	152,599

REPORT ON SPECIAL RATE VARIATION

Under section 508A (1) of the Local Government Act 1993 (the Act), Council increased its general income for the period 2011–12 to 2013–14 through a special rate variation (SRV) by 46.20%.

The income received from the Special Rate Variation (SRV) was used to fund a range of services and projects. Key services and projects funded in 2020–21 include:

Services/Projects	Amount (\$)
22 Services including 148 subservices	141,516,000
Bondi Pavilion Conservation and Restoration	23,700,138
Local Village Improvements - Charing Cross Design investigation, Notts Avenue Construction, Seven Ways Construction	6,748,494
Playground Upgrades - Barracluff Park, Marlborough Park, Varna Park, Onslow Park, Clarke Reserve & Belgrave Street Reserve	2,221,916
Boot Factory Remediation	1,050,773
Temporary public toilets	754,789
Thomas Hogan Ecological Restoration Action Plan, Bronte Ecological Restoration Action Plan, Revegetation of Thomas Hogan, Garloch Reserve Planting and greening steep slopes, Tree planting program	719,642
Footpath renewals	557,175
Bondi Park Plan of Management Works - Playgrounds and landscape works coastal fitness, hostile vehicle planning	505,234
Bondi Junction Cycleway - Works complete at Oxford Street West, Denison Steet and Spring Street.	398,769
Biodiversity Action Plan - Remnant Sites; Tamarama ERFAP	300,000
Running recycled water schemes at Bondi, Tamarama, Bronte and Waverley Park and smart irrigation systems	120,000
Maintenance of raingardens at Waverley Cemetery, Gray Street and Hollywood Avenue and maintenance of gross pollutant traps	90,000
231 Street lighting luminaires retrofitted	80,000
Building Futures Apartment Program and Solar My Strata Program	60,000
Apartment Recycling Program	60,000
Second Nature Program	40,000
Climate change risk assessment for community; project on future proofing residential development to climate change.	30,000
Solar My School	30,000
Upgrade of the Library HVAC system	25,000
Water Fix Strata, water efficiency education	13,000
Preparation of draft Waverley Park Plan of Management Works	7,560
Preparation of draft Bronte Park Plan of Management Works	6,400

STORMWATER LEVY

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

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

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover

costs to implement projects in relation to capacity and water quality as well as works arise from the Catchment Flood Study.

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

Projects undertaken in the 2020–21 include Penkivil Street, Moore Street, Bronte Road and various location across the LGA.

Ongoing planning through the Floodplain Risk Management Study (FPRMS) in the 2021–22 will result in strategic implementation and investment into stormwater management across the LGA.

REPORT ON CAPITAL EXPENDITURE REVIEW

In alignment with the Office of the Local Government's *Capital Expenditure Guidelines*, Council undertook a Capital Expenditure Review for the Bondi Pavilion and Restoration Project. The Works involve returning the building envelope to its original heritage fabric and rationalising the existing internal spaces. The review was submitted to the Office of the Local Government in October 2020, and was determined that Council satisfactorily addressed the criteria required in the Guidelines in December 2020.

Council will continue to update and amend its project documentation and reports in line with the Guidelines to include any operational or financial impacts that may arise during the project.

A Project Management Plan is in place to provide a procedural framework for all aspects of the development to guide and assist the team in meeting the aims and objectives of the project

The major objectives for the conservation and ongoing use of the Bondi Pavilion are to:

- Retain and conserve the exceptional heritage significance of the Bondi Pavilion as a major interwar recreational facility and a civic beautification scheme which has national significance
- Removal of intrusive elements is a high priority, including the structure at the front of the northern tenancy and amphitheatre
- Retain and conserve the qualities, features and elements that make a significant contribution to the heritage significance of the Bondi Pavilion
- Compliance with achieving a 5 Green Star Rating under the Environmental Sustainable Design (ESD) specification
- Facilitate the ongoing adaptive and sustainable reuse of the place to ensure ongoing conservation and enhancement of its recreational and cultural roles;

- Allow for sensitive new development that will not impact adversely on the heritage significance of the Bondi Pavilion

- Ensure that proper conservation procedures and methodology are incorporated into the maintenance, adaptive reuse and management of the place. A maintenance program should be integrated with the conservation processes

- Ensure that any future uses of the place are to be compatible with its heritage significance. Uses are to “fit” with the heritage significance of the Bondi Pavilion and will not require an intrusive and irreversible change to significant building fabric and spaces or other significant features of the place.

Council provides periodic updates of the project progress on Council website: https://www.waverley.nsw.gov.au/building/major_projects/buildings_and_facilities/bondi_pavilion_restoration_and_conservation_project.

Council will continue to deliver its responsibility to manage the project in line with its responsibilities as per the guiding principles under section 8 of the *Local Government Act 1993* to carry out its functions in a way that provides the best possible value for residents and ratepayers.





WAVERLEY
COUNCIL

55 Spring St, Bondi Junction, NSW 2022
PO Box 9 Bondi Junction NSW 1355

info@waverley.nsw.gov.au
waverley.nsw.gov.au

Telephone enquiries

General business **9083 8000**

General fax **9387 1820**

TTY/voice calls for hearing/speech impaired **133 677**

After hours emergencies **9083 8000**
