

DRAFT OPERATIONAL PLAN 2019–20



ACKNOWLEDGEMENT

We acknowledge the Bidjigal and Gadigal people,
who traditionally occupied the Sydney coast

We also acknowledge Aboriginal Elders
both past and present.

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.



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OUR LOCAL GOVERNMENT AREA

Waverley LGA consists of four wards:



WAVERLEY – OUR LOCAL GOVERNMENT AREA



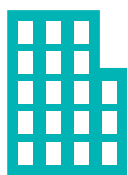
OUR LOCAL
GOVERNMENT
AREA

9.2km²

OUR DWELLINGS AND BUSINESSES



30,496
dwellings



34,000
registered businesses

MEDIAN AGE

35 years

- 16% of our residents are 0–14 years old
- 8.9% are 15–24 years old
- 33.4% are 25–39 years old
- 28.7% are 40–64 years old
- 12.7% are more than 65 years old

OVERSEAS BORN
RESIDENTS

38.4%

OUR SUBURBS

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



OVERSEAS BORN RESIDENTS TOP COUNTRIES

United Kingdom, South Africa, New Zealand, Brazil and Ireland

POPULATION



TOTAL POPULATION

73,300

PROJECTED
POPULATION
2031

80,100

DENSELY
POPULATED
AREA

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

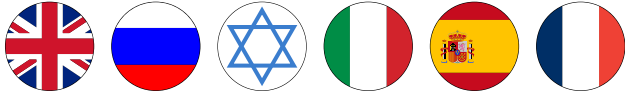
274



LANGUAGES

68.8% of us speak English at home while 25.7% 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

HOUSING

AVERAGE HOUSEHOLD SIZE



2.3
people

RENTING HOUSEHOLDS

43%

MEDIAN WEEKLY RENT

\$620

SINGLE PERSON HOUSEHOLDS

27.7%

COUPLES WITH CHILDREN

23.8%

EDUCATION

17 NUMBER OF SCHOOLS

(including both primary and secondary)

39.5% 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

DISABILITY

3%

of the population reported needing help in their day-to-day lives due to health and disability

ECONOMY



\$4.36 billion

gross regional product

More than

27,546

jobs in Waverley

MEDIAN TOTAL INCOME/WEEK

for Waverley households in 2016 was

\$2,300

compared to **\$1,683** for Greater Sydney

HIGH EMPLOYMENT SECTORS

Retail Trade, Health Care and Social Assistance, Accommodation and Food Services, Education and Training, and Professional, Scientific and Technical Services

79.9%

of Waverley properties are connected to the internet

MESSAGE FROM THE MAYOR



My focus for this financial year is to progress our major projects including the Bondi Pavilion Conservation & Restoration Project and South Bronte Amenities Community Centre upgrade whilst ensuring residents throughout Waverley see improvement in their local shopping strips, neighbourhoods and streets.

We will pay particular attention to pedestrian safety, trees, verges, kerbs and gutters and will continue to remove dumped rubbish quickly, pursue litter reduction schemes and reduce our carbon footprint.

We are embarking on our largest civil infrastructure works programs at Bondi Beach in almost a century to make the iconic beach safer and better for all.

Bondi Blueprint is a \$70 million priority-driven program of significant works with a focus on improving public amenity at Bondi Beach to

the standard our community expect and deserve.

The Bondi Pavilion project is the centrepiece of Bondi Blueprint, with the Development Application lodged in March. We expect to have Development Application approval in December with construction to begin in February next year.

We have begun public consultation on a planned new amenities facility near Bondi Skate Park to address the demand for additional toilets and showers. As part of Bondi Blueprint, we will also install more trees and wider footpaths in parts of Campbell Parade, improve pedestrian safety in Notts Avenue and renew our assets at North Bondi including the children's pool.

Following extensive consultation last year on parking reform, we removed the fee for the first Residential Parking Permit and switched off parking meters in the Bondi Junction CBD at 6pm. We introduced free 15-minute 'drop-in' zones in key locations in Bondi Beach, Bondi Junction and Charing Cross. In July, we will introduce free parking after 7pm in the Bondi Beach car park year-round. On the Campbell Parade commercial strip, parking will be free after 7pm through winter from May to October.

I have committed to ensuring Council is transparent and open, and that the community has opportunity to shape decisions. Over the next 12 months, we will

continue to implement the Waverley Community Engagement Strategy, of which consulting stakeholder groups and the precinct committees play a vital role.

Cr John Wakefield
Mayor of Waverley

MESSAGE FROM THE GENERAL MANAGER



This Operational Plan represents the second year of the 2018-2029 Waverley Community Strategic Plan.

The 2019/2020 financial year sees Council focus on delivering priority projects identified by the Council, including the Bondi Pavilion Conservation and Restoration project, the Spring Street upgrade and cycleway project, investment in civil infrastructure and amenities at North Bondi and new amenities at South Bondi, and partnership development projects with a number of Waverley's surf life saving clubs. There will also be a focus internally on a program of organisational improvements to enable Council to deliver more effectively for its community through improved service delivery and customer service, improved risk and asset management, and financial sustainability.

The philosophy underpinning our approach is that Council is in the business of helping its communities overcome challenges and capitalise on opportunities. As Council staff, we help Councillors and the community

by shaping our services and offerings to best serve their needs. As such, business improvement is a major focus. This year, improvement initiatives include exploring options for online applications for various permits and activities such as parking, introducing improved customer service processes and a 'fit for purpose' Customer Relationship Management (CRM) system, and investing in better asset management processes and systems. A review of service costs will also be undertaken.

In terms of service delivery, a key area of focus is keeping our streets, beaches and parks clean through reducing illegal dumping and litter and the occurrence in our community of abandoned unwanted bulky items. To help do this we are working with external partners, such as strata managers, real estate agents, cleaners and community groups, to join up our efforts and improve the management of illegal dumping and litter in the public realm. We are also preparing and implementing a waste management plan for Bronte. There will also be a focus on improving responsiveness to maintenance issues across our roads, footpaths and parks.

Council understands that strategic town planning, managing development, and protecting heritage are of great importance to the Waverley community. This year sees the start of the development of a new Waverley Local Environment Plan as the centre-piece of work in the planning area. The initial components of this work are the preparation of the Local Strategic Planning Statement and a Local Housing Strategy to examine options for

increasing affordable housing options in our community.

Access and inclusion are also key areas for Council, and this year we are set to implement our Disability Inclusion Action Plan and Reconciliation Action Plan (RAP) among other initiatives. As part of the North Bondi Civil Infrastructure programme a new accessible ramp will be installed. Work on the RAP will include opening up further employment opportunities and incorporating indigenous art and cultural opportunities within Council projects.

The aim is to deliver the above improvement initiatives without any disruption to regular Council services and programming. We are committed to meeting our community's expectations as identified in the Waverley Community Strategic Plan, and ensuring we continue to deliver and improve each year.

Ross McLeod
General Manager



THE MAYOR AND COUNCILLORS

WAVERLEY COUNCIL IS MADE UP OF FOUR WARDS – BONDI, LAWSON, WAVERLEY AND HUNTER – EACH ELECTING THREE COUNCILLORS.

The twelve Councillors were elected by residents and ratepayers for a three year term. The last elections were held on 9 September 2017.

The position of Mayor is elected by Councillors for a two year period, and Deputy Mayor for a 12-month period.

Councillor John Wakefield is the current Mayor and Councillor Dominic Wy Kanak is the Deputy Mayor. The responsibilities of Councillors are defined in the Local Government Act 1993 and include:

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

COUNCIL MEETINGS AND DECISION MAKING

Ordinary Council meetings are held once a month, on the third Tuesday of the month. Residents are welcome to attend these meetings. Extraordinary Council Meetings are called at short notice from time to time to address particular issues. We also have a range of committees that meet regularly, including Operations and Community Services

Committee, Strategic Planning and Development Committee, Public Art Advisory Committee, Traffic Advisory Committee, Community Safety Advisory Committee, Multicultural Advisory Committee and the Waverley Cycling Advisory Committee. Council and Committee meetings are minuted, with the minutes made available on Waverley Council's website shortly after each meeting.

BONDI WARD



John Wakefield
Mayor, Australian Labor Party



Dominic Wy Kanak
Deputy Mayor, Greens



Leon Goltsman
Liberal Party of Australia

HUNTER WARD



Sally Betts
Liberal Party of Australia



Steven Lewis
Australian Labor Party



Will Nemesh
Liberal Party of Australia

LAWSON WARD



Angela Burrill
Liberal Party of Australia



Elaine Keenan
Greens



Paula Masselos
Australian Labor Party

WAVERLEY WARD



Tony Kay
Liberal Party of Australia



George Copeland
Greens



Marjorie O'Neill
Australian Labor Party



OUR ORGANISATION

OUR VISION

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

OUR MISSION

Wow! This is Waverley.

OUR VALUES

Together, Responsible, Engaging, Creative.

WAVERLEY COUNCIL IS MADE UP OF FOUR DIRECTORATES:

1

WAVERLEY
CORPORATE

2

WAVERLEY
LIFE

3

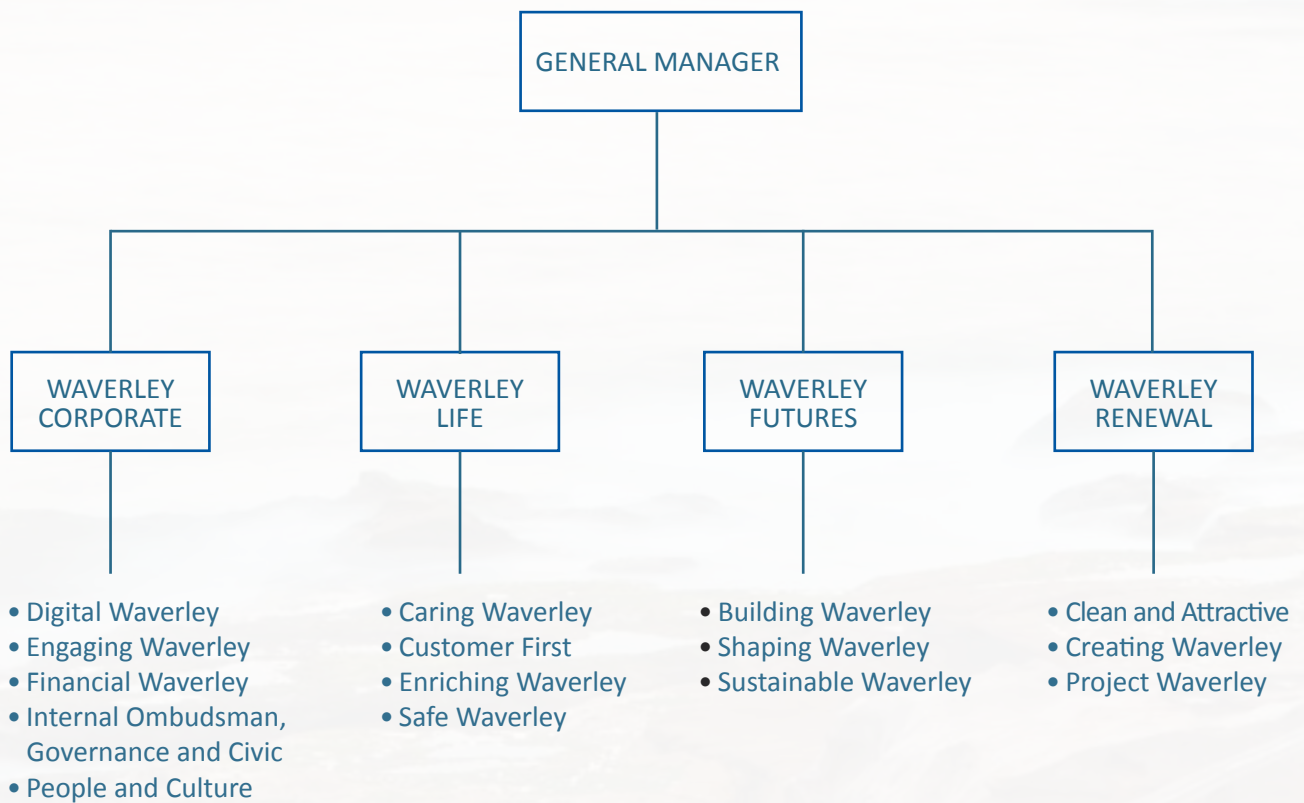
WAVERLEY
FUTURES

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WAVERLEY
RENEWAL

Waverley Council has launched an Organisational Development Programme. In 2019-20, the Organisational Structure will undergo changes to align with this programme. This will lead to changes in responsibilities for few activities in the Operational Plan 2019-20

ORGANISATIONAL STRUCTURE



OUR PLANNING FRAMEWORK

All Councils in New South Wales are required to conduct their business based on an Integrated Planning and Reporting framework. Waverley Council has been a leader in this area since the legislation was introduced in 2009, having produced award-winning asset and financial management plans, and was one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation.

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

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



The Delivery Program is the point where the community's goals in the Community Strategic Plan is systematically translated into actions. The Delivery Program is the statement of commitment to

the community from each newly elected council. Priorities are set to the goals and strategies in the Community Strategic Plan and appropriate methods to measure the success of the Delivery Program is

identified. The Operational Plan sits under the Delivery Program and lists all the actions Waverley Council will undertake during the year to achieve its strategic goals .



HOW TO READ THIS PLAN

COMMUNITY VISION

The community vision is a succinct statement that captures the community's aspirations for the future of Waverley. The community vision is the foundation for the Community Strategic Plan.



THEMES

How would we achieve the vision for the future of Waverley?

The priorities that we should focus on as a local government area is represented through 11 thematic areas that were identified as the most significant areas that we should focus on in the next 11 years.

1. Arts and Culture
2. Community Service and Well-being
3. Recreation and Open Spaces
4. Local Economy
5. Planning, Development and Heritage
6. Transport, Pedestrian and Parking
7. Building and Infrastructure
8. Sustainable Environment
9. Sustainable Waste
10. Corporate Leadership and Engagement
11. Knowledge and Innovation

What did the community say?

The community feedback received during the engagement forms the basis for our future priorities

Goals - What will be our focus?

The priorities that we will focus on to achieve results in the next 11 years



Strategies - How will we achieve our goals?

The strategies are plans that will help us achieve our goals.



Deliverables – What will we deliver for the period 2018-2021?

Deliverables are high level actions that Council will deliver in partnership with multiple stakeholders



Activities – What will we implement in 2019-20?

Activities are a combination of projects and activities that we will implement in 2019-20 to achieve the deliverables



Measure - How will we measure our success?

The measures help us to monitor progress we are making in implementing the activity



ARTS AND CULTURE



Goal 1.1: Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape

Strategies	Deliverables	Activity	Measure	Responsibility
1.1.1 Develop and implement a Cultural Plan for Waverley that delivers a diverse range of integrated cultural activities	Implement a rich and diverse program of cultural activities across a range of creative and performing art forms	Implement an annual program of cultural and learning activities across artforms in alignment with the Cultural Plan	80 per cent of the annually planned activities implemented	Enriching Waverley
	Build partnerships with key stakeholders and explore funding opportunities that support and enhance the cultural offering in Waverley	Apply for sponsorship and grant opportunities to support cultural events	Three new funding opportunities identified	Enriching Waverley
1.1.2. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction	Deliver a diverse program of library activities that foster creativity	Develop and implement an annual program of creative activities	Six creative activities implemented	Enriching Waverley
	Deliver a broad range of learning programs that educate and inspire	Promote and implement a range of learning opportunities for all ages	Minimum 80 per cent positive customer feedback	Enriching Waverley
1.1.3. Provide a diverse program of recreational and entertainment events that balance community and visitor expectations	Provide a broad program of Council-delivered civic and community events	Deliver an annual program of community events and festivals	Minimum 80 per cent positive community and stakeholder feedback for evaluated events	Enriching Waverley
		Implement Events Policy review recommendations	Recommendations implemented	Enriching Waverley
		Organise and deliver citizenship and other civic ceremonies	15 events organised	Engaging Waverley
	Co-ordinate the delivery of externally managed flagship events	Manage public spaces effectively and facilitate the successful delivery of large scale flagship events	Minimum 80 per cent positive community and stakeholder feedback for evaluated events	Enriching Waverley

Goal 1.2: Preserve and interpret the unique cultural heritage of Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
1.2.1 Maintain the unique cultural value and heritage significance of key landmarks	Ensure future uses of Bondi Pavilion reflect its place as a significant cultural space	Develop annual plans for the Bondi Pavilion that acknowledge and reflect its cultural heritage	Initial plans for Bondi Story Room developed, Cultural and Heritage programs for Bondi Pavilion developed	Enriching Waverley
		Implement the Bondi Memorial Project	Project delivered on time and budget	Enriching Waverley
1.2.2. Plan and deliver a range of cultural heritage activities that inspire creativity, build participation and create learning opportunities	Deliver and partner with cultural heritage groups and other organisations to deliver culturally relevant activities	Engage with key stakeholders to develop and implement cultural heritage activities and programs	Increase in cultural heritage programs and activities	Enriching Waverley





COMMUNITY SERVICES AND WELL-BEING



Goal 2.1: Create a resilient, caring and cohesive community

Strategies	Deliverables	Activity	Measure	Responsibility
2.1.1 Provide a range of needs-based, flexible and accessible services, buildings and facilities	Develop and implement an integrated social sustainability framework in partnership with other agencies	Implement social research findings to innovate and enhance service delivery at the Mill Hill Community Centre and associated community services in response to emerging community needs	80 per cent of the annually planned activities implemented	Caring Waverley
	Improve the delivery and viability of integrated early childhood and family support services, Community and Seniors Centre and NDIS registered disability service	Deliver flexible and responsive high quality community services including: Early Education Centres, Community and Seniors Centres, Family Day Care program, WCLP (Service for people with intellectual disability)	Utilisation maintained and quality assurance and legislative requirements met	Caring Waverley
	Deliver a transparent, targeted and outcome-focused grants program in response to changing community needs and expectations	Implement Waverley Council's community grants program with updated criteria/guidelines in line with review findings	Maintain and increase satisfaction rating of grant recipients over 2017 baseline	Caring Waverley
	Review and implement Waverley Council's Community Tenancy Policy	Implement and monitor the Community Tenancy Policy	Policy implemented as per schedule	Enriching Waverley
	Improve the capacity of services to better respond to people with complex needs (eg. young people, mental health, homelessness)	Facilitate and support networking, advocacy and partnership activities with government and community to address unmet needs	Four activities supported	Caring Waverley
2.1.2. Provide and manage social and affordable rental housing, community venues and facilities	Manage Council's affordable and social housing programs and partner with other agencies to improve provision	Progress improvements for identified project to safeguard continued provision of quality social housing for Waverley's older people	Pre-construction planning completed for 2A Edmund Street	Caring Waverley
	Deliver accessible community facilities and venues that cater for the diverse needs of the community	Promote Waverley Council's community venues and facilities and investigate opportunities to increase utilisation	Increased use of venues and facilities	Enriching Waverley

Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change

Strategies	Deliverables	Activity	Measure	Responsibility
2.2.1 Facilitate social inclusion and Neighbourhood programs to strengthen community connections	Implement and facilitate resident-led projects and encourage creative community interactions	Design, deliver and promote neighbourhood programs	Community satisfaction rating of 80 per cent or above and increased participation in neighbourhood programs	Caring Waverley
	Enhance organisational support for volunteering opportunities and recognise and celebrate volunteers	Review volunteer operations and update policy to improve resourcing of volunteer opportunities	Updated Volunteer Policy and report recommendations completed	Caring Waverley
	Provide programs that inform, educate and support Waverley's community	Deliver workshops, information sessions and seminars to inform and support people's wellbeing and resilience	Increased community participation (2018 baseline)	Caring Waverley
	Connect with older people and assist residents to remain healthy and active in their homes and communities with good access to information, services and support	Implement Wellness and Re-ablement Action Plan to support older people as they age and connect them to their communities and prepare the Community and Senior Centre for 2020 federal funding review	80 per cent of annually planned actions implemented	Caring Waverley
2.2.2. Manage and regulate public places to achieve safe and healthy lifestyles	Prepare and implement proactive health and safety strategies to improve community health and address anti-social behaviour	Undertake daily patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches	100 per cent compliance	Safe Waverley
		Implement strategies to address antisocial behaviour and noise related issues	Reduction in incidents	Safe Waverley
		Undertake inspections to regulate food handling, sewerage, excessive noise and other issues	All inspections completed meet industry standards	Safe Waverley
		Manage and implement companion animals and impounding program	100 per cent legislative requirements met and increase in impounded animals	Safe Waverley

Goal 2.3: Strengthen people's inclusion in community life, promote diversity and celebrate Aboriginal culture past, present and future

Strategies	Deliverables	Activity	Measure	Responsibility
2.3.1 Improve access, participation and inclusion for everyone	Implement Disability Inclusion Action Plan (DIAP), Reconciliation Action Plan (RAP) and other key plans and policies	Develop resourcing options in collaboration with external and internal partners to implement priority actions in the RAP, DIAP and other relevant plans	Resourcing options identified	Caring Waverley
			Annual progress report completed	
	Strengthen Waverley Council's capacity for collaboration and effective partnerships to deliver community and social well-being projects	Deliver joint projects with community groups and government agencies to harness resources for community benefit such as transition to school forums and innovative youth employment initiatives	Four initiatives or partnership projects implemented	Caring Waverley
	Deliver and facilitate inclusive, informal and family-friendly local programs that promote harmony and respect	Provide events and activities such as Neighbour Day, Harmony Day and National Reconciliation Week for residents and visitors to celebrate Waverley's diverse community	Six activities delivered or facilitated	Caring and Enriching Waverley



RECREATION AND OPEN SPACES



Goal 3.1. Improve health and quality of life through a range of recreational opportunities and quality open spaces

Strategies	Deliverables	Activity	Measure	Responsibility
3.1.1 Retain, protect, and improve the quality, capacity and accessibility of parks, open spaces, sporting and recreational facilities	Understand and respond to the recreation needs of the community	Implement recreation needs study recommendations	90 per cent of the annually planned study recommendations implemented	Safe Waverley
	Prepare and implement an Open Space Strategy that caters to and balances the needs of all users	Undertake park and playground upgrades	90 per cent of scheduled park and playground upgrades completed on time and within budget	Creating and Project Waverley
		Implement Open Space Strategy and meet service standards for all open spaces	90 per cent of the annually planned works meet service standards	Clean and Attractive

Goal 3.2. Expand the diverse network of parks and open spaces, sporting and recreational facilities

Strategies	Deliverables	Activity	Measure	Responsibility
3.2.1 Improve access to private and public recreation facilities and open spaces	Partner with key stakeholders to maximise the use and access to private and public open spaces, recreation and sports fields	Manage access to public open spaces to promote optimal use	100 per cent utilisation of available licenses and permits issued according to Waverley Council guidelines	Enriching Waverley
	Integrate innovation and emerging technologies in planning and design of open spaces and recreational facilities	Investigate opportunities to include emerging materials that provide cost, lifecycle, environmental and social benefits	Asset maintenance and lifecycle cost reduction reflected in Annual Delivery program	Creating Waverley



LOCAL ECONOMY



Goal 4.1: Promote Waverley as a significant sustainable economy and innovation precinct

Strategies	Deliverables	Activity	Measure	Responsibility
4.1.1 Facilitate networking and collaboration between Waverley's independent professionals and aspiring start-ups	Implement innovative and alternative mechanisms to encourage collaboration and networking	Organise Waverley Business Forum interactive events	Two events organised	Shaping Waverley
4.1.2. Develop approaches to increase employment opportunities among the highly skilled and educated workforce, including young graduates	Undertake initiatives to facilitate employment opportunities	Partner with private operators, universities and state agencies to release Waverley Council held data (open data) to stimulate employment opportunities for highly skilled businesses	Open data released via data platform	Shaping Waverley

Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services

Strategies	Deliverables	Activity	Measure	Responsibility
4.2.1 Enhance the commercial core of Bondi Junction to increase employment	Investigate and implement strategies to facilitate commercial office floorspace in Bondi Junction and other centres	Implement recommendations of Planning Proposal for Bondi Junction B4 Zone from the Department of Planning and Environment	90 per cent of annually planned actions implemented and LEP update initiated	Shaping Waverley
		Undertake evidence based study on commercial floorspace in local centres	90 per cent of annually planned actions implemented	Shaping Waverley

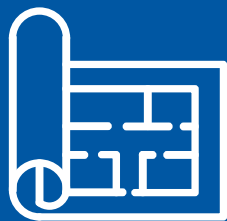
Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services

Strategies	Deliverables	Activity	Measure	Responsibility
4.2.2. Support the efforts of a range of stakeholders to increase the diversity of the local economy	Partner with JobsNSW and other agencies to support start-ups and small and medium enterprises	Organise a workshop to support start-ups, small and medium enterprises applying for Government loans such as accelerating growth loans and strategic growth loans	One workshop organised	Shaping Waverley
	Implement an Easy To Do Business with Council policy	Partner with Small Business Friendly Councils to deliver support programs for businesses	At least two initiatives implemented	Shaping Waverley

Goal 4.3: Encourage tourism to support to the local economy and contribute to local amenity

Strategies	Deliverables	Activity	Measure	Responsibility
4.3.1. Ensure tourism contributes to natural and cultural attractions and local amenity	Implement place activation initiatives that reflect community concerns and needs	Implement urban interventions program	One pop up completed	Shaping Waverley
	Lobby State government to amend legislation to better manage short-term holiday lettings	Continue to monitor and lobby state government regulatory developments on short-term lettings	Periodic review completed	Shaping Waverley
4.3.2 Support and enhance the tourist economy	Promote and educate visitors on local history, landscape, businesses and cultural assets	Develop self-guided heritage walks and promote through HelloBondi website	Uptake of self-guided heritage walks	Shaping Waverley
	Prepare and implement a Destination Management Plan	Implement priority actions in Sustainable Visitation Strategy such as visitor information data reports and Visitor Information Centre	Annually planned activities implemented	Shaping Waverley





PLANNING, DEVELOPMENT AND HERITAGE



Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods

Strategies	Deliverables	Activity	Measure	Responsibility
5.1.1 Facilitate and enable a diverse range of housing options and other land uses	Develop and implement planning policies to increase affordable housing options	Prepare the Waverley Local Housing Strategy	Waverley Local Housing Strategy adopted and annually planned actions implemented	Shaping Waverley
	Align local planning policy regularly with metropolitan planning directions and ensure a diversity of uses are provided	Prepare the Waverley Local Strategic Planning Statement	Waverley Local Strategic Planning Statement adopted	Shaping Waverley
5.1.2. Ensure new development maintains or improves the liveability and amenity of existing neighbourhoods	Ensure planning policy and agreements provide improvements to the surrounding facilities and areas	Undertake review of the Planning Agreement Policy	Revised Planning Agreement Policy Adopted	Shaping Waverley
5.1.3. Ensure new development provides a high standard of design quality and does not impact on the amenity of neighbours or the wider community	Provide timely determinations of applications for developments	Implement assessment procedures that deliver high quality outcomes and efficient determination	100 per cent of applications that meet LEP and DCP are determined within 40 working days after notification	Building Waverley
	Ensure new development meets the aims and objectives of the LEP and DCP	Assess all applications against relevant and provisions of the LEP and DCP and other relevant legislation	100 per cent of applications are assessed against relevant provisions of the LEP and DCP and other relevant legislation	Building Waverley

Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods

Strategies	Deliverables	Activity	Measure	Responsibility
5.1.4. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity	Ensure the development meets the requirements of the development consent and relevant legislation where Waverley Council is appointed as the certifier	Assess applications for a construction certificate against the development consent and legislation and ensure compliance during required inspections	Where Waverley Council is appointed as the Principal Certifying Authority (PCA) 100 per cent of applications are assessed against relevant development consent and legislation	Building Waverley
	Provide efficient and professional certification	Implement assessment and inspection procedures that deliver high quality outcomes and efficient determinations	100 per cent of building certification inspections are undertaken within 10 working days	Building Waverley
		Undertake swimming pool inspections in compliance with Swimming Pool Act and Regulation	100 inspections undertaken	Building Waverley
	Ensure new buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	100 per cent applications are assessed against relevant fire safety legislation	Building Waverley
		Undertake fire safety inspections where potential fire safety issues are identified	100 fire safety inspections undertaken	Building Waverley
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Investigate complaints relating to illegal use of building works in a timely manner	100 per cent of complaints regarding illegal development or use of buildings are responded to within 15 working days	Building Waverley
5.1.5. Encourage energy and water efficiency, best practice waste management and zero carbon buildings for all developments	Update planning policies, consider incentives and lobby for improved regulations	Partner with Eastern City District Councils and lobby State Government for improved Building Sustainability Index targets	Three advocacy initiatives implemented	Shaping and Sustainable Waverley

Goal 5.2: Value and embrace Waverley's heritage items and places

Strategies	Deliverables	Activity	Measure	Responsibility
5.2.1 Protect, respect and conserve items and places of heritage significance within Waverley	Prepare and implement Conservation Management Plans (CMPs) and Conservation Strategies	Implement Conservation Management Plan (CMP) and Site Master Plan	80 per cent of the annually planned activities implemented	Shaping Waverley and Clean and Attractive
	Implement events to promote local heritage	Partner with community and relevant heritage bodies to identify options to promote local heritage	One key event to promote local heritage held and two talks held	Shaping Waverley
	Prepare and implement Waverley Heritage Study	Prepare a list of potential heritage items and undertake initial assessments of each heritage item	Draft Waverley Heritage Study prepared	Shaping Waverley

Goal 5.3: Encourage new developments to achieve design excellence

Strategies	Deliverables	Activity	Measure	Responsibility
5.3.1 Ensure development and construction in the public and private domain achieves excellence in design	Ensure new developments and building upgrades achieve high quality design outcomes	Engage the Design Excellence Panel (DEP) to help achieve improved building design	100 per cent of applications requiring Design Excellence Panel review referred to the Panel	Building Waverley
	Expand the concept of Complete Streets to all of Waverley local government area and prepare and implement the Street Design Manual	Roll out the Street Design manual and integrate into relevant streetscape upgrades	Street Design manual used in streetscape upgrades	Shaping Waverley
5.3.2. Encourage creativity and innovation in the planning, design and delivery of new buildings, streetscape and public places upgrades	Adapt and implement 3D modelling to increase user understanding and appreciation of place	Expand 3D model for community use	Increase usage of Waverley's 3D Model	Shaping Waverley



TRANSPORT, PEDESTRIANS AND PARKING



Strategies	Deliverables	Activity	Measure	Responsibility
6.1.1 Enable people to walk and cycle easily around the local area	Prepare and implement a Walking Audit and Walking Strategy	Audit walking infrastructure and integrate relevant findings into LEP review	Results of Geographic Information System (GIS) analysis included into LEP review	Shaping Waverley
	Implement Waverley Bike Plan 2013 and prepare a Cycling Strategy for separated cycling infrastructure	Investigate feasibility of a separated cycleway at Henrietta Street	Feasibility study completed	Shaping Waverley
	Continue to implement a partnership program with schools and businesses to promote and encourage active transport	Implement Arden Street Safety Upgrade	Arden Street improvements approved and 30 per cent completed	Shaping Waverley
		Partner with schools to deliver safer school travel initiatives	At least two initiatives completed	Shaping Waverley
6.1.2. Improve accessibility to public transport and ride sharing	Partner with State government to undertake major improvements to Bondi Junction Interchange, and bus services on Bondi Road Corridor	Partner with Transport for NSW for a co-funded study for public transport improvements	Co-funded study commenced	Shaping Waverley
	Encourage more ride sharing, shared vehicles and electric vehicles through our policies, planning and facilities management	Provide public place electric vehicle charging stations in the Waverley LGA	Two operating EV charging points installed at Bondi Beach and Bondi Junction	Sustainable Waverley
		Implement Mobility as a Service project with key industry and government stakeholders	100 per cent of the annually planned activities implemented	Shaping Waverley
6.1.3. Reduce the need to own and travel by private motor vehicle	Implement an integrated approach to parking, land use and travel demand through our planning instruments and parking policies	Incorporate strategic transport priorities into planning instruments	Transport priorities included in planning instruments	Shaping Waverley

Goal 6.2. Build and maintain streetscapes that have a welcoming sense of place

Strategies	Deliverables	Activity	Measure	Responsibility
6.2.1 Improve accessibility and convenience with new and upgraded roads and footpaths that balance the needs of pedestrians, bicycles and other users	Adopt the Transport Hierarchy into all road and footpath works undertaken by Waverley Council, for both capital and maintenance works	Incorporate transport hierarchy principles into civil designs of asset renewal projects	100 per cent compliance with Transport Hierarchy	Creating and Shaping Waverley
6.2.2. Deliver improved access to popular destinations such as Bondi Junction, Bondi Beach and local villages	Implement Complete Streets and other improvements to Bondi Junction and implement Campbell Parade Streetscape Upgrade	Manage delivery of Bondi Junction cycleway and design of Campbell Parade Streetscape	Bondi Junction cycleway construction completed between Adelaide Street and Denison Street and commenced between Denison Street and Centennial Park	Project Waverley
			Detailed design completed for Campbell Parade Streetscape upgrade	
	Secure State government funding to prepare a study on dedicated bus lanes on Bondi Road, Campbell Parade and Old South Head Road	Partner with Strategic Transport Working Group and identify potential funding options	Funding options identified	Shaping Waverley

Goal 6.3. Create safe streets and footpaths with fair access to parking

Strategies	Deliverables	Activity	Measure	Responsibility
6.3.1 Build and maintain streets and footpaths that are safe for everybody	Reduce road speeds in Waverley local government area to 40kmh throughout and 10kmh in select locations	Partner with Roads and Maritime Services (RMS) and NSW Centre for Road Safety to reduce road speeds	Additional 10kmh share zones approved, implementation of 50 per cent of the 40kmh default urban speed limit south of Bondi Road	Shaping Waverley and Creating Waverley
	Install lighting, safe crossings and other measures to improve perception of personal safety	Review RMS crash data, pedestrian crossing lighting standards and high pedestrian use areas across Waverley to identify areas that need improvement	Reduction in number of incidents at locations where improvements and changes are undertaken	Creating Waverley

Goal 6.3. Create safe streets and footpaths with fair access to parking

Strategies	Deliverables	Activity	Measure	Responsibility
6.3.2. Prioritise residential access to car parking	Review arrangements for parking to address changing community needs including parking permit and electronic permit systems	Explore options for ePermits in key areas and implement online parking forms	Review of ePermits completed and electronic parking forms implemented	Customer First
6.3.3. Ensure that on-street and off-street parking is fairly and effectively managed	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Implement ticketless parking in Council's off-street parking facilities and research and commence procurement process for on street parking meters	Ticketless parking in Waverley Council's off-street parking facilities implemented and tender specifications drafted for replacement of on street parking meters	Customer First
	Ensure residential and commercial parking areas are patrolled as per Service Level Agreement	Patrol residential and commercial parking areas and identify and address areas of concern	Reduction in complaints in target areas	Customer First



BUILDINGS AND INFRASTRUCTURE



Goal 7.1. Undertake long-term maintenance and renewal of Council assets that meet community expectations and statutory obligations

Strategies	Deliverables	Activity	Measure	Responsibility
7.1.1. Implement a sustainable asset management policy and strategy	Implement adopted Asset Management Plans (AMPs) for all infrastructure types	Manage design and delivery of asset renewal projects identified in AMPs and included in Capital Works Program (CWP)	90 per cent of projects included in CWP implemented on time and budget	Project Waverley, Creating Waverley
		Deliver proactive maintenance activities to ensure all Waverley Council's civil infrastructure assets meet standards	90 per cent of the annually planned maintenance activities meet services standards	Clean and Attractive
	Implement continual Improvement Plan for all asset categories	Continual improvement plan recommendations in SAMP5 prioritised and high priority recommendations implemented prioritised and high priority recommendations implemented	90 per cent of recommendations implemented	Creating Waverley

Goal 7.2. Construct and upgrade new buildings and infrastructure that meet current and future community needs

Strategies	Deliverables	Activity	Measure	Responsibility
7.2.1 Work with the community to deliver long-term building and infrastructure plans	Deliver a community infrastructure Capital Works Program	Prepare and implement annual Community Infrastructure Program	90 per cent of Community Infrastructure Program implemented on time and within budget	Creating Waverley
	Develop and implement a Strategic Property Investment framework to effectively manage Council's property portfolio	Manage Waverley Council's property portfolio to optimise usage and rental returns	100 per cent occupancy of leasable spaces across property and increase in revenue from annual rentals	Enriching Waverley



SUSTAINABLE ENVIRONMENT



Goal 8.1. Reduce greenhouse gas emissions and prepare for the impacts of climate change

Strategies	Deliverables	Activity	Measure	Responsibility
8.1.1. Improve energy efficiency of Council and community buildings and infrastructure	Upgrade lighting, heating, cooling and operations to improve energy efficiency	Improve energy saving initiative such as heating, ventilation and air conditioning (HVAC) and lighting control capability at Library, AIF, Mill Hill Community Centre and Customer Service Centre	Reduced energy consumption	Sustainable Waverley
		Partner with Ausgrid to upgrade and improve street lighting performance	At least 50 main road luminaires upgraded	Sustainable Waverley
	Improve environmental performance of new and existing buildings	Deliver round two of Building Futures program to 10 large strata residential buildings to reduce their common area energy consumption	Energy upgrades completed at 10 large strata residential buildings accounting for 15 per cent energy savings of common area energy use	Sustainable Waverley
8.1.2 Increase uptake of renewable energy	Deliver programs to increase the amount of solar and battery installed on community and council properties and buildings, schools and residential properties	Investigate feasibility of solar and battery storage at additional Waverley Council buildings such as Alexandria Integrated Facility and Bondi Pavilion	Solar and battery storage feasibility study completed	Sustainable Waverley
		Facilitate the installation of solar panels at schools	Installation completed at three schools	Sustainable Waverley
	Increase proportion of renewables in Council electricity through our electricity procurement and facilitate community uptake of renewable energy use	Partner with SSROC and neighbouring Councils to procure renewable energy and increase the proportion of renewable energy that Waverley purchase	30 per cent renewable energy purchased	Sustainable Waverley
8.1.3 Plan and respond to the impacts of climate change	Prepare and implement a Waverley Climate Change Adaptation Risk Assessment and Adaptation Plan	Undertake a Climate Change Adaptation Risk Assessment	Climate Change Adaptation Risk Assessment completed	Sustainable Waverley

Goal 8.2. Conserve water and improve water quality

Strategies	Deliverables	Activity	Measure	Responsibility
8.2.1 Increase water harvesting through stormwater harvesting schemes and rainwater capture	Maintain and increase stormwater infrastructure at Bronte, Tamarama and Bondi Beaches	Undertake water demand analysis to expand Bondi Storm Water Harvesting system	Design completed by fourth quarter	Sustainable Waverley
8.2.2. Improve water efficiency of new and existing community and Council buildings and infrastructure	Utilise water saving devices and practices across parks, beaches and facilities	Maintain leak detection meters at Council's high water-using assets	Reduction in water wastage through faster leak detection	Sustainable Waverley
	Engage with the community and businesses to promote water savings devices and practices	Undertake monitoring and reporting of water consumption	Annual water consumption report completed	Sustainable Waverley
8.2.3. Reduce pollutants entering waterways	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	Install a gross pollutant trap at North Bondi to improve stormwater quality	Gross pollutant trap installed at North Bondi	Sustainable Waverley
	Manage existing sewer overflows and legacy issue of sewer outfalls at Diamond Bay and Vaucluse	Partner with Sydney Water to divert untreated sewer outfalls reaching the ocean to the Bondi Waste Water Treatment Plan	Detailed plans prepared for Diamond Bay and Eastern Reserve sewer outfalls with community and Waverley Council inputs	Sustainable Waverley

Goal 8.3. Protect and increase our local bushland, parks, trees and habitat

Strategies	Deliverables	Activity	Measure	Responsibility
8.3.1 Improve the condition and increase the extent of remnant bushland sites	Implement the Biodiversity Action Plan - Remnant sites, and volunteer bushcare program	Undertake bush regeneration works across Waverley Council's remnant bushland sites	Regeneration works completed in all sites	Sustainable Waverley
	Support the delivery of the threatened species sunshine wattle (<i>acacia terminalis</i>) and Eastern Suburbs Banksia Scrub Recovery Plans	Undertake Recovery Plan actions at Loombah Cliffs, York Road and support Centennial Parklands at Queens Park	Increase in number of sunshine wattle plants and area of Eastern Suburbs Banksia Scrub (ESBS)	Sustainable Waverley
8.3.2 Develop and implement coastal bushland and habitat improvement plans	Implement the Bronte, Tamarama and Thomas Hogan Ecological Restoration Plans	Expand native bushland and manage weeds at Bronte Gully, Tamarama Gully and Thomas Hogan Reserve	Increase in bushland that is native and indigenous	Sustainable Waverley
	Prepare and implement the Coastal Bushland Restoration Plan	Implement a 10-year Coastal Bushland Restoration Plan	Plan adopted and 100 per cent of the annually planned activities implemented	Sustainable Waverley
8.3.3 Increase the quantity of trees and plants in public spaces, parks and streets	Prepare and implement an Urban Tree and Canopy Strategy	Prepare and Implement an Urban Tree and Canopy Strategy to increase the number of trees across Waverley	Strategy adopted and 90 per cent of annually planned activities implemented	Sustainable Waverley
		Implement a tree planting program to increase tree canopy cover	Increase in number of trees planted and maintain survival rates for trees planted	Clean and Attractive
		Enforce Waverley Council's Tree Management Policy	100 per cent compliance with the policy	Clean and Attractive
	Deliver the Living Connections and Habitat Stepping Stones programs to improve habitat on private land in Waverley	Implement the Living Connections Environmental Trust grant project	150 households engaged	Sustainable Waverley



SUSTAINABLE WASTE



Goal 9.1. Reduce the amount of waste generated

Strategies	Deliverables	Activity	Measure	Responsibility
9.1.1 Engage with residents, visitors and businesses to promote sustainable consumption and waste avoidance	Develop and deliver targeted engagement programs to facilitate re-use, repair and sustainable purchasing	Implement education programs and workshops to facilitate an increase in community re-use and repair	Six educational workshops delivered	Sustainable Waverley
	Develop and deliver programs targeted at residents and businesses to reduce single-use plastics	Support community groups targeting the reduction of single-use plastics through business and residential engagement programs	Reduction in single-use plastics; 50 businesses engaged	Sustainable Waverley
9.1.2. Lead advocacy campaigns, policy development and research into systems to reduce waste	Work with businesses, government and industry stakeholders to increase waste recycling and reduction	Collaborate with the NSW EPA, SSROC and industry stakeholders to investigate optimum options to reduce waste going to landfill	Recommendation report adopted	Sustainable Waverley

Goal 9.2. Facilitate best practise in waste management to increase recycling and recovery

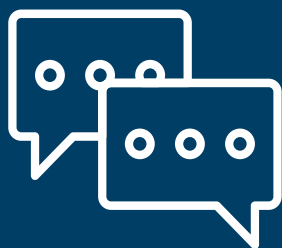
Strategies	Deliverables	Activity	Measure	Responsibility
9.2.1 Deliver engagement programs and services to increase waste diversion from landfill	Identify and deliver targeted engagement programs to residents, schools and businesses to increase recycling and lower contamination rates	Deliver engagement programs focused on reducing contamination of recycling bins, improve recovery of recyclables from the general waste and reduce the incidence of problem waste	Increased recycling at apartment blocks and schools	Sustainable Waverley
		Continue to foster relationships and partnerships with key stakeholders including strata managers, real estate agents, building managers and strata committees to drive improved recycling outcomes in apartment buildings	Strata by-law created in consultation with strata managers at six properties tested	Sustainable Waverley
		Deliver compost revolution program to increase uptake of organics recycling by residents	200 wormfarms or compost bins delivered to Waverley residents	Sustainable Waverley
	Provide waste collection points and recovery programs for problem waste items	Provide electronic and battery waste collection points at the Library and Customer Service Centre and test collection points at schools and promote additional problem waste disposal locations	Two e-waste drop off days organised and problem waste disposal locations operational at the Library, Customer Service Centre and trialled at schools	Sustainable Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
9.2.2. Provide efficient collection of Waverley's waste and recycling to minimise waste to landfill	Provide an optimal, efficient and reliable kerbside recycling and waste collection service	Support the NSW Container Deposit Scheme (CDS) and identify opportunities to collect and recycle textiles and e-waste from apartment blocks	Feasibility Study for textile and e-waste collection completed	Sustainable Waverley
			Return Vending Machines operational in the Waverley LGA	
		Transition from a four bin waste collection system to an optimal collection system to improve waste collection services	Waste, recycling and green waste bins collected with best service practices	Clean and Attractive
	Provide a bulky waste collection service which is processed to recover as much waste as possible	Undertake a review of the bulky waste collection service	Review completed	Clean and Attractive
9.2.3. Incorporate the most advanced waste management and treatment technologies to maximise diversion from landfill	Partner with regional stakeholders and State government to investigate and implement new waste technologies to maximise resource recovery	Participate in the Bulky Waste Collection Contract with SSROC to improve bulky waste recovery from kerbsides	Increased recycling of bulky household waste	Sustainable Waverley
	Kerbside and public bin waste processed through advanced waste treatment or other technology to maximise diversion from landfill	Continue to work with waste processing contractors and the NSW EPA to improve landfill diversion rates and to apply principles of responsible, best practice waste management	Annual improvement in resource recovery of kerbside and public place waste	Sustainable Waverley, Clean and Attractive
		Process kerbside and public place waste in an advanced waste treatment system that reduces landfill	Annual reduction of kerbside and public place waste to landfill	Clean and Attractive

Goal 9.3. Keep our streets, beaches and parks clean and free of litter, rubbish and pollution

Strategies	Deliverables	Activity	Measure	Responsibility
9.3.1 Undertake programs and services to reduce litter and create clean and attractive public spaces	Deliver education, engagement, and enforcement to reduce litter and dumping in Waverley	Actively patrol and undertake education and enforcement to reduce illegal dumping and litter	10 per cent reduction in illegal dumping and litter	Sustainable Waverley
	Develop and support partnerships to reduce litter and dumping on streets, parks and beaches	Build strategic partnerships with strata managers, building managers, real estate agents, cleaners and community groups to improve management of unwanted bulky items and reduce illegal dumping and litter		Sustainable Waverley
	Provide public place waste and recycling infrastructure and improve the cleanliness of streets, litter hotspots and beaches	Prepare and implement Waste Management Plan for Bronte	Plans adopted and 100 per cent of annually planned activities implemented	Sustainable Waverley
		Undertake beach, park and public place cleaning program according to schedule	Cleaning program completed according to schedule and service standards	Clean and Attractive
		Manage waste and recycling infrastructure to improve operational effectiveness	100 per cent of waste and recycling infrastructure is managed to schedule and service standards	Clean and Attractive





CORPORATE LEADERSHIP AND ENGAGEMENT



Goal 10.1. Engage the local community in shaping the future of Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
10.1.1 Provide opportunities for the community to contribute to decision making	Develop and maintain a suite of integrated corporate plans that meet legislative requirements	Undertake Waverley Council's Integrated Planning and Reporting (IPR) activities, promote to the community and provide engagement opportunities for input	100 per cent of IPR documents prepared and compliant with legislative requirements	Engaging Waverley
	Implement Waverley Community Engagement Strategy	Engage Precinct committees on strategic issues	Increase or maintain Precinct satisfaction against baseline (2018-19) satisfaction with their involvement	Internal Ombudsman, Governance and Civic
		Develop and Implement a Community Engagement Campaign	Engagement Campaign completed by Q2	Engaging Waverley
		Roll out media and social media policy	Training completed for all target groups	Engaging Waverley
		Implement digital engagement tool review recommendations	90 per cent of the annually planned recommendation activities implemented	Engaging Waverley
		Organise training for relevant internal stakeholders on community engagement procedures	Training completed for all target groups	Engaging Waverley

Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council

Strategies	Deliverables	Activity	Measure	Responsibility
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Develop and implement an Enterprise Risk Management framework	Implement and monitor Business Continuity Plan (BCP)	100 per cent of critical Waverley Council functions addressed within one week of a critical incident	People and Culture
			BCP tested across all departments and completed	
		Prepare an Organisational Risk Register	Strategic Risk Register in place by fourth quarter	People and Culture
	Review and implement a governance framework	Implement Corruption Resistance Plan and increase accountability	90 per cent of the annually planned actions implemented	Internal Ombudsman, Governance and Civic
		Review and update policies in line with Policy Review Program	90 per cent of the annual program of policy review completed	Internal Ombudsman, Governance and Civic
		Facilitate approved Councillor Professional Development Programs	Councillors meet their Professional Development obligations	Internal Ombudsman, Governance and Civic
		Prepare and roll out the new Code of Meeting Practice in accordance with Model Code	Code of Meeting practice adopted and training completed	Internal Ombudsman, Governance and Civic
		Prepare and roll-out an organisation wide Government Information Public Access (GIPA) training program	90 per cent of the key GIPA stakeholders trained	Internal Ombudsman, Governance and Civic

Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council

Strategies	Deliverables	Activity	Measure	Responsibility
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Review and implement a governance framework	Develop an integrated complaints management system	Increased customer satisfaction with the handling of complaints	Internal Ombudsman, Governance and Civic
		Implement Information Management and Records Management review recommendations	90 per cent of the annually planned recommendation actions implemented	Digital Waverley
		Review and update financial policies, procedures and business processes to improve financial compliance and risk mitigation	Increase in financial compliance	Financial Waverley

Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council

Strategies	Deliverables	Activity	Measure	Responsibility
10.2.2. Deliver long-term financial and economic programs that improve financial sustainability	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies	100 per cent of financial reports are completed within the legislative requirements	Financial Waverley
	Prepare and implement strategies to improve financial performance	Investigate and implement cost efficiency options and income generation opportunities to improve financial performance	Improvement in financial ratios	Financial Waverley
10.2.3. Strengthen capabilities and resources to deliver Waverley Community Strategic Plan 2018-2029 outcomes	Implement the Workforce Management plan	Explore options for expansion of apprenticeships/ traineeships/ graduate programs and broadband positions	Pilot program completed by fourth quarter	People and Culture
	Implement a Leadership and Employee Development program	Identify and roll out a Council wide Leadership program	25 staff enrolled in Frontline Management Certificate IV and five people enrolled in diploma; 50 per cent middle and senior management team enrolled in Leadership Development program	People and Culture
		Continue to offer health and well-being programs	10 initiatives in place	People and Culture

Strategies	Deliverables	Activity	Measure	Responsibility
10.3.1 Engage and partner with the community to provide services that meet its needs and expectations	Pilot and deliver new customer service ideas focussing on community needs	Implement customer feedback capability initiatives and provide services which are responsive to identified community priorities	Improved customer access to services and options for feedback	Customer First
	Review and implement a Customer Experience Strategy	Review and update Customer Experience Action Plan to improve customer service delivery	Customer Experience Action Plan adopted and 90 per cent of the annually planned activities implemented	Customer First
10.3.2. Use technology to streamline and enhance customer interactions with Council	Increase in end-to-end service delivery offerings	Research enhanced Customer Relationship Management System and identify business requirements	Customer Relationship Management System procurement process commenced	Customer First
		Identify potential digital services to improve customer online interaction	Catalogue of digital services documented and potential services identified for digitisation	Digital Waverley
10.3.3. Deliver efficient and effective services to increase value for money	Develop and undertake a Business Improvement and Service Review program	Undertake three business improvement or service reviews across Council	Demonstrated efficiency and effectiveness improvements	Engaging Waverley
		Review customer service measures to improve customer satisfaction and investigate options for self-serve payments	90 per cent of review recommendations implemented	Customer First
	Undertake resource sharing and/or service delivery partnerships with other councils and community organisations	Partner with other Councils and/or community organisations to facilitate best practice outcomes	Two meetings held	Enriching Waverley



KNOWLEDGE AND INNOVATION



Goal 11.1. Enable our community to embrace economic opportunities using knowledge-based and other emerging technologies

Strategies	Deliverables	Activity	Measure	Responsibility
11.1.1 Use smart city technology to improve the quality of life, optimise resources and economic sustainability	Prepare and Implement the Smart City Strategy	Implement priority projects to improve business efficiency and ease of customer transactions with Council	100 per cent of the annually planned activities completed	Shaping and Digital Waverley
11.1.2. Expand opportunities for the community to access and utilise digital technology	Expand free Wi-Fi network to neighbourhood centres	Undertake feasibility study to identify potential locations for Wi-Fi expansion	Feasibility study completed	Digital Waverley
	Initiate a small grant technology start-up scheme	Organise workshops, seminars and other events to facilitate technology grant opportunities for small businesses	At least one event held	Shaping Waverley
	Explore feasibility of developing data-sharing partnerships	Undertake a feasibility study to identify options and benefits for sharing data and entering into partnerships	Recommendation Report completed	Shaping Waverley and Digital Waverley
		Prepare a Data Governance/ Management policy	Policy adopted by fourth quarter	Digital Waverley
11.1.3. Encourage knowledge intensive and innovative industries	Develop and implement a strategy to attract knowledge-intensive public sector and private sector employers	Undertake branding and promotional initiatives to promote Waverley's strengths and opportunities to attract knowledge intensive industries	Increase in site visitation for online promotional material	Shaping Waverley

Goal 11.2. Provide multi-purpose community spaces where innovation and collaboration can occur

Strategies	Deliverables	Activity	Measure	Responsibility
11.2.1 Create innovative spaces for business incubation and knowledge transfer	Plan and finalise the concept of the knowledge and innovation hub based around the Boot Factory	Pilot and finalise business models for the Boot Factory	Business model finalised	Enriching Waverley
		Manage design and implementation of restoration of the Boot Factory	Detailed design and approvals for restoration completed and restoration works commenced	Project Waverley
11.2.2. Deliver and facilitate access to emerging technologies and library collections	Develop and implement a new Library Strategic Plan to guide the provision of technology and learning opportunities to support community engagement	Prepare the Library Strategic Plan in consultation with the community	Plan endorsed	Enriching Waverley
	Deliver and facilitate access to emerging technologies and library collections	Implement updated Library Collection and Development Guidelines to ensure a relevant and accessible library collection	100 per cent compliance with updated guidelines	Enriching Waverley



COMMUNITY GRANTS PROGRAM

WAVERLEY COUNCIL PROVIDES A COMMUNITY GRANTS PROGRAM TO ENSURE THE DELIVERY OF A RANGE OF SERVICES TO THE LOCAL COMMUNITY

In 2019-20, an estimated amount of \$348,000 will be provided to enable the delivery of services that meet outcomes described in Waverley Council's plans and support identified needs groups in Waverley such as:

- Children, women and families
- Young people and their families
- Tenants and people who are Homeless
- People with disability and older people
- Neighbourhood Centres and outreach services

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

BUDGET ESTIMATES

Budget Forecast for the Financial Year 2019-20

	2019-20
Operating Income	
Rates & Annual Charges	63,194,283
Investment Income	3,865,231
User Charges	38,282,997
Other Revenues	17,937,170
Grants Subsidies & Contributions	8,915,112
Total Operating Income	132,194,793
Operating Expenditure	
Employee Costs	(68,035,813)
Materials & Contracts	(24,308,259)
Borrowing Costs	(89,298)
Operating Expenses - (Excludes Depreciation)	(21,591,053)
Total Operating Expenditure	(114,024,423)
Operating Result Before Capital Income - Surplus/(Deficit)	18,170,370
Capital Income	
Grants Subsidies & Contributions	12,674,932
Sale of Assets	471,291
Total Capital Income	13,146,223
Operating Result - Surplus/(Deficit)	31,316,593
Cash Available to fund Capital	
Capital Expenditure	
Other Capital Purchases	(1,740,588)
Capital Works Program	(40,374,636)
Total Capital Expenditure	(42,115,224)
Cash Flow to Fund - In/(Out)	(10,798,631)
Financed By:	
Borrowings	
External Loan	
Less: Loan Repayments on External Loan	(423,315)
Net Borrowing	(423,315)
Reserve Movements	
Transfers to Reserves	(13,236,896)
Transfer from Reserves	24,526,702
Net Reserve Movements	11,289,806
Net Budget Result - Surplus/(Deficit)	67,860



STATEMENT OF REVENUE POLICY

STATEMENT WITH RESPECT TO RATE LEVY (SECTION 404 (2) LOCAL GOVERNMENT ACT, 1993)

1. ORDINARY RATES

1.1. OBJECTIVE

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

1.2. RATE PEGGING

The NSW Government introduced rate pegging in 1977, making several amendments to the methodology resulting in the system in use since 1987. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified percentage.

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

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

The rate increase was determined using a Local Government Cost Index (LGCI) and consideration of a productivity factor. The LGCI increased by 2.7% for the year to June 2018 and the productivity factor is set at 0.0%. IPART has set the 2019-20 rate peg at 2.7%.

Accordingly, the total rate income received from ordinary rates for this financial year will be increased by 2.7 percent.

1.3. GENERAL PRINCIPLES

Rates are an important source of Council's operating revenue, contributing approximately 32% of the total operating income in 2018/19. Rates are used to provide essential infrastructure and

services such as roads, footpaths, parks, sporting fields, playgrounds, stormwater drainage, swimming pools, community centres, cycle ways, public amenities and Waverley Library.

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

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

The following graph details the proportion each category and sub category contributes to the total rates revenue received for this financial year. The proportional balance is unchanged from prior years to ensure a stable pricing structure for the community.

RATING INCOME STRUCTURE



Business - Ordinary:	\$5,068,043	11%
Business - Bondi Junction:	\$6,950,267	16%
Residential:	\$32,722,867	73%

1.3.1. ORDINARY RATES

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

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

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

1.3.2. SPECIAL RATES

Waverley Council is not proposing to levy any special rates for the 2019-20 year.

1.4. LAND VALUATION

The rates are calculated in accordance with the land value determined by the Valuer General's Office with a base date of 1 July 2016.

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

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

1.5. MIXED DEVELOPMENT APPORTIONMENT FACTOR

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

1.6. AGGREGATION OF LAND

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

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

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

2. RATING STRUCTURE

2019-20 RATING STRUCTURE

Category	Sub-Category	Number of Assessments	Rate (c in \$)	Minimum Rate	Estimated Rates
Residential	Ordinary	29,112	0.11589	644.15	33,486,466
Business	Ordinary	963	0.54527		5,204,227
Business	Bondi Junction	915	0.88815		7,229,688
				Total	45,920,381

2.1. POLICY – RESIDENTIAL CATEGORY

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

2.2. POLICY – BUSINESS CATEGORY

1. The Business category, sub category Ordinary will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the business criteria of Section 518 of the Local Government Act 1993 with the exception of rateable assessments deemed to be within the sub category, Bondi Junction.

2. The Business category, sub category Bondi Junction will apply to rateable assessments that satisfy the business criteria of Sections 518 and 529 (2) (d) of the Local Government Act 1993 that satisfy the criteria of being within the centre of activity of Bondi Junction.

3. INTEREST CHARGES

In accordance with Section 566(3) of the Local Government Act 1993, the Minister for Local Government has determined the maximum rate

of interest payable on overdue rates and charges for the 2019-20 financial year at 7.5%. Council will apply the maximum rate of interest in 2019-20 on all un-paid rates and annual charges.

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

4. SECTION 611 CHARGES – GAS MAINS



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

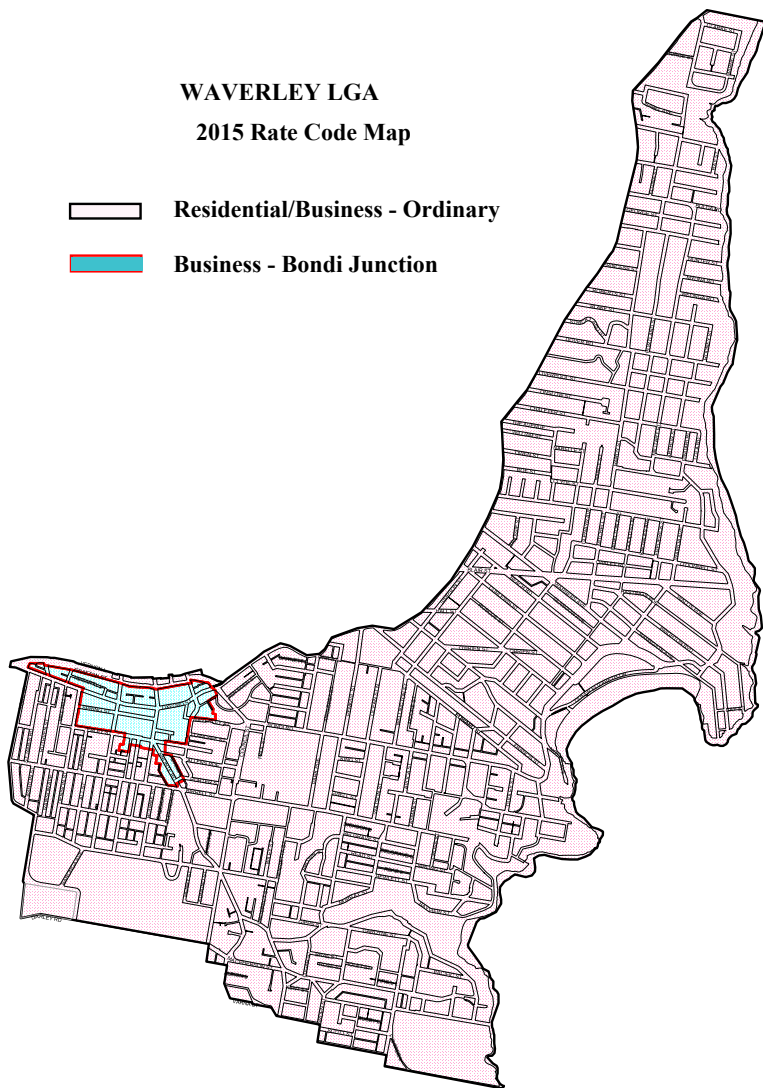
For the purpose of gas supplies, a charge is equal to 0.75 per cent of average sales for five years plus a main apportionment calculated according to the percentage of mains within the Waverley Local Government area.

This is assessed in accordance with the judgement by Justice Pike (AGL v. Glebe Municipal Council) and the charge to be calculated using the independent audited figures

prepared for the Local Government Association of New South Wales (LGANSW) and the apportionment determined by the LGANSW.

WAVERLEY LGA 2015 Rate Code Map

-  Residential/Business - Ordinary
-  Business - Bondi Junction



DOMESTIC WASTE MANAGEMENT CHARGE

The annual Domestic Waste Management Charge (DWMC) is a fee to manage and collect residential waste. This is authorised under Section 496 of the Local Government Act 1993. This charge is mandatory and will apply uniformly to each parcel of rateable land (whether occupied or vacant land) that is situated within the area in which a domestic waste management service can be provided.

ADDITIONAL DOMESTIC WASTE MANAGEMENT CHARGE

The Additional Domestic Waste Management Charge is a fee for any

additional waste and/or recycling bin(s) and associated servicing of those bins at a rateable property currently paying a Domestic Waste Management Charge. The Additional Domestic Waste Management Charge for 2019-20 is \$562.

DISPUTED DOMESTIC WASTE MANAGEMENT CHARGE

The annual rate notice that is issued each year in July includes details of the Domestic Waste Management Charge attributed to each property, including any Additional Domestic Waste Charges. Where the ratepayer believes they are being incorrectly charged and advises Waverley Council prior to

the due date for payment of the first instalment, Waverley Council will verify the charge for the property and contact the ratepayer with the outcome.

If the ratepayer was incorrectly charged, then the charge will be amended from the date that advice is received by Waverley Council. Ratepayers must pay their rates instalment as issued, and any amendments agreed to will be adjusted on the next instalment notice.

PLEASE NOTE: Recycling and Waste bins are specifically allocated to each property and are not transferable between properties at any time.



STORMWATER MANAGEMENT SERVICE CHARGE

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

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

Since 2006, Waverley Council was able to levy a stormwater management service charge under the Local Government Amendment (Stormwater) Act 2005 No 70. However Waverley Council is levying this charge for the first time from 2019-20.

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

The revenue raised from the stormwater levy will allow Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Catchment Flood Study.

The expected annual revenue from the Stormwater Levy is appropriately \$533,022

Projects funded through the Levy	Project Cost(\$)	Stormwater Levy funding(\$)
Structural renewal of Bondi Promenade and sea walls	4,000,000	533,022
Total	4,000,000	533,022



CAPITAL WORKS

CSP Theme	Project Description	2019-20
Art and Culture	Bondi Pavilion Conservation Upgrade Project	1,500,000
Art and Culture	Public Art Commissions	50,000
Buildings and Infrastructure	Accelerated main road streetlighting upgrade	150,000
Buildings and Infrastructure	Campbell Parade Streetscape Upgrade Project	200,000
Buildings and Infrastructure	Complete Streets - Combined Projects, Bondi Junction	9,479,979
Buildings and Infrastructure	Eastgate main switchboard upgrade (1/3 contribution)	600,000
Buildings and Infrastructure	Local village streetscape improvements - Various locations	3,669,141
Buildings and Infrastructure	Military Road pinch points	1,000,000
Buildings and Infrastructure	North Bondi Tunnel storage	500,000
Buildings and Infrastructure	SAMP5 Building Renewal Program (excluding social and affordable housing properties) - Various locations	1,524,400
Buildings and Infrastructure	SAMP5 Building Renewal Program (social housing) - Various locations	92,900
Buildings and Infrastructure	SAMP5 Footpath Renewal Program - Various locations	1,683,000
Buildings and Infrastructure	SAMP5 Kerb and Gutter Renewal Program - Various locations	922,474
Buildings and Infrastructure	SAMP5 Lighting and electrical infrastructure renewal - Various locations	114,200
Buildings and Infrastructure	SAMP5 Roads Renewal Program - Various locations	1,785,263
Knowledge and Innovation	Boot Factory remediation	250,000
Recreation and Open Spaces	Bondi Park additional amenities detailed design	1,500,000
Recreation and Open Spaces	Bondi Park Landscape works	50,000
Recreation and Open Spaces	Bronte Surf Club and community facilities	345,000
Recreation and Open Spaces	Coastal fencing renewal - Various locations	300,000
Recreation and Open Spaces	SAMP5 Bondi Park lighting renewal and upgrades	253,000
Recreation and Open Spaces	SAMP 5 Fences, stairs, edging, walls / retaining walls upgrades - Various locations	300,000
Recreation and Open Spaces	SAMP5 Park and playground renewal and upgrades - Various locations	2,629,934
Recreation and Open Spaces	SAMP5 Recreational asset renewal (including picnic shelters, sports furniture, coastal pools)- Various locations	495,000
Recreation and Open Spaces	SAMP5 Structural renewal of Bondi Promenade and sea walls	4,000,000
Recreation and Open Spaces	Waverley signage installation - Various locations	200,000

CSP Theme	Project Description	2019-20
Sustainable Environment	Biodiversity Action Plan - Remnant Sites (LGA Wide)	150,000
Sustainable Environment	Bronte Ecological Restoration Action Plan implementation	75,000
Sustainable Environment	SAMP5 Landscaping - Various locations	555,000
Sustainable Environment	SAMP5 Nature strips and park turf replacements - Various locations	220,000
Sustainable Environment	SAMP5 Renewal of solar energy infrastructure - Various locations	5,000
Sustainable Environment	SAMP5 Renewal of SQID's and harvesting systems - Various locations	9,699
Sustainable Environment	SAMP5 Street tree and park tree planting - Various locations	100,000
Sustainable Environment	SAMP5 Stormwater Drainage Renewal Program - Various locations	300,000
Sustainable Environment	SAMP5 Water equipment renewal - Various locations	10,000
Sustainable Environment	Tamarama Ecological Restoration Action Plan implementation	60,000



CSP Theme	Project Description	2019-20
Transport, Pedestrians and parking	Arden Street safety upgrades	400,000
Transport, Pedestrians and parking	Bike Plan implementation including bike parking - Various locations	30,000
Transport, Pedestrians and parking	Key transport projects design and impementation(including cycleways)	919,000
Transport, Pedestrians and parking	Notts Avenue pedestrian safety and streetscape upgrade	1,000,000
Transport, Pedestrians and parking	Road safety and traffic calming - Various locations	50,000
Transport, Pedestrians and parking	Safety by design in public places	500,000
Transport, Pedestrians and parking	SAMP5 Bus Shelters, seats and benches, bike furniture, bins, bollards, wheelstops at various locations	301,618
Transport, Pedestrians and parking	SAMP5 Car Park Parking Infrastructure Upgrade - Ticketless Parking	1,500,000
Transport, Pedestrians and parking	SAMP5 On street parking infrastructure Upgrade - Pay machine replacements	60,000
Transport, Pedestrians and parking	SAMP5 Renewal roundabouts / speedhumps traffic islands/ line marking - Various locations	200,000
Transport, Pedestrians and parking	Street Signage Renewal Program - Various locations	85,028
Transport, Pedestrians and parking	Tamarama Marine Drive pedestrian crossing	250,000
Grand Total		40,374,636

CAPITAL WORKS PROGRAM FUNDING SOURCES:

Project Description	2019-20
Grants/Contributions	8,400,383
S94A funds	4,524,354
Planning Agreement Funds	4,243,860
Unexpended Grant reserve	1,925,000
SAMP Infrastructure Reserves	830,082
Investment Strategy Reserve	1,750,000
Car Park Reserve	1,133,651
Parking Meters Reserve	60,000
Social Housing Reserve	92,900
Centralised Reserve	3,307,881
Carry Over Reserve	2,062,858
Stormwater Management Service Charges	533,022
General Funds Requirement	11,510,645
Total Funding Sources	40,374,636





WAVERLEY
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