

DRAFT



Waverley 2023

Operational Plan
2022-2023

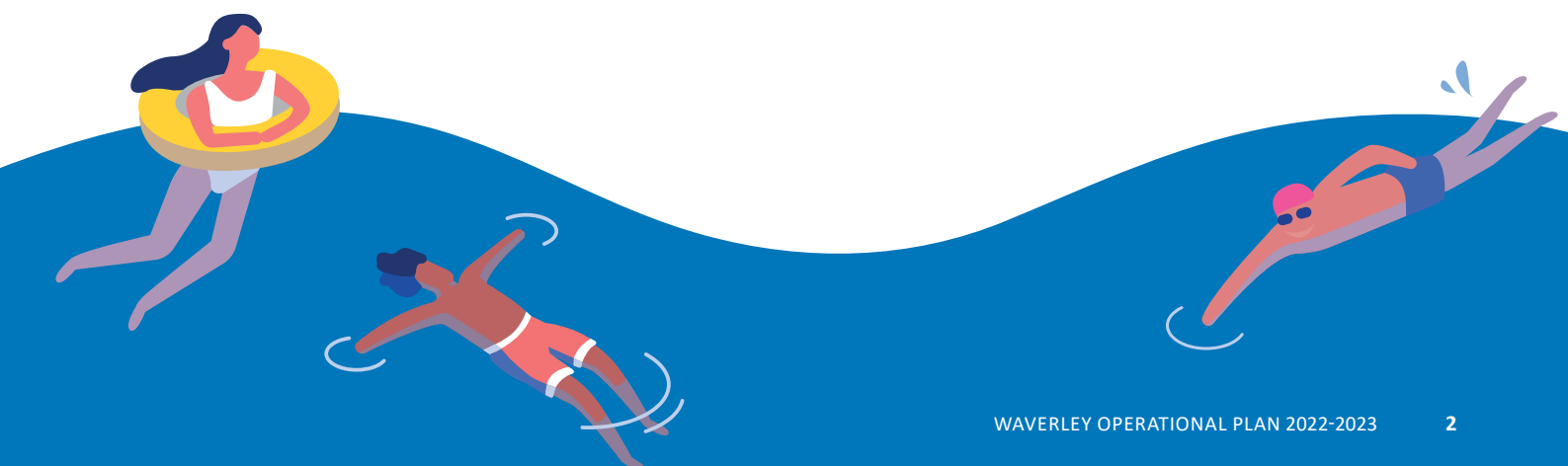
waverley.nsw.gov.au



WAVERLEY
COUNCIL

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Acknowledgement and our reconciliation vision

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

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

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

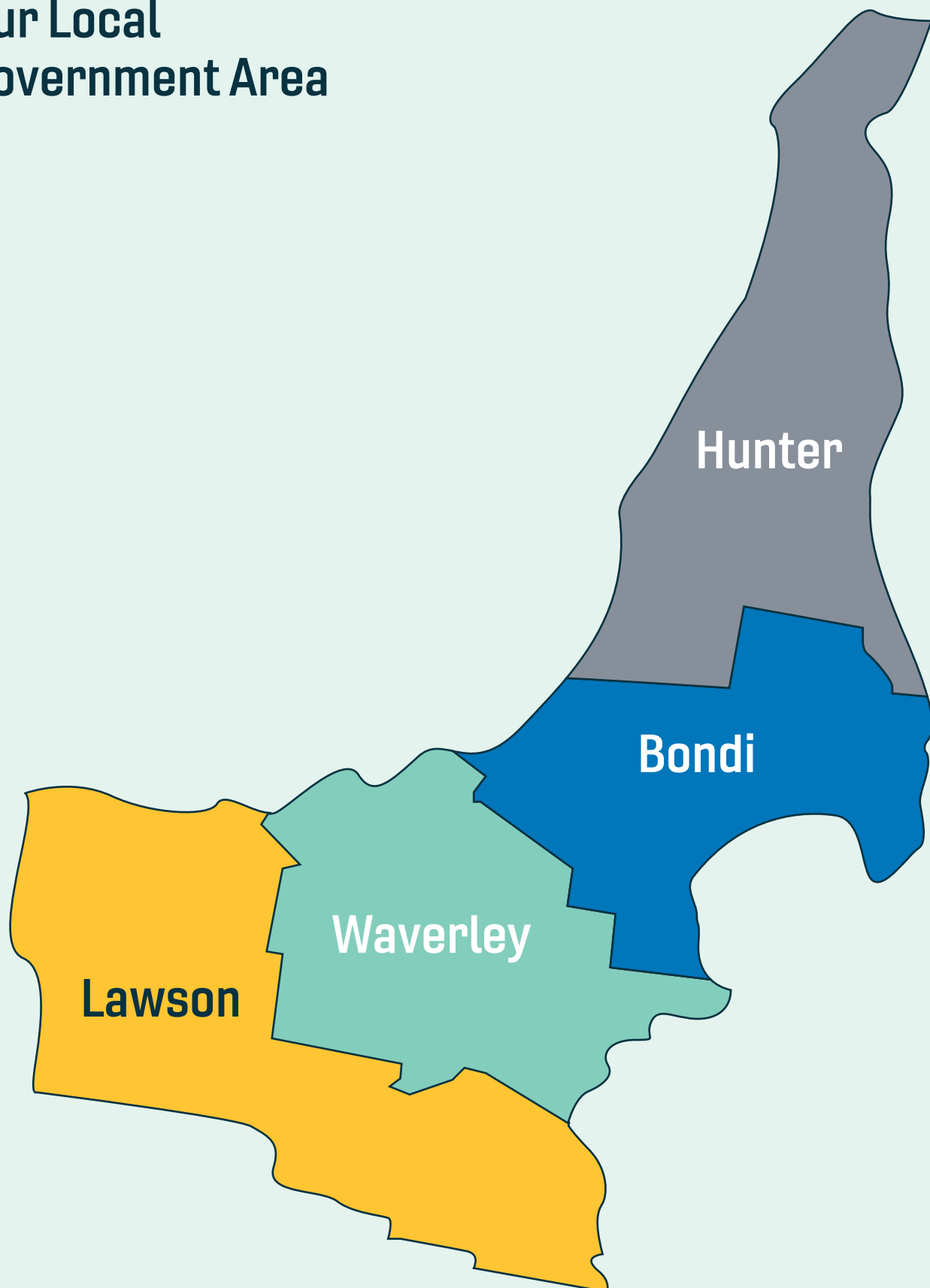
Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

An aerial photograph of Waverley, Australia, showing a vibrant coastal scene. On the left, a turquoise beach curves along a rocky shore with waves crashing against the rocks. The right side of the image shows a dense residential area with various houses and buildings. A white rectangular box with rounded corners is centered over the image, containing the title and a paragraph of text.

Our Community Vision

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

Our Local Government Area



GETTING TO KNOW

Waverley

OUR LOCAL GOVERNMENT AREA

9.2km²

SUBURBS

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

ATTRACTIONS

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



31,564

DWELLINGS



39,132

REGISTERED BUSINESSES

POPULATION

72,743

TOTAL POPULATION

BY 2031

80,100

PROJECTED POPULATION



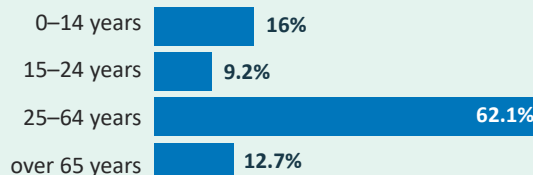
7,868

persons per square km

POPULATION DENSITY

35.4
YEARS
MEDIAN AGE

RESIDENT AGES BY %



274

ABORIGINAL AND
TORRES STRAIT
ISLANDER PEOPLE



38.5%

OVERSEAS BORN
RESIDENTS



10,076

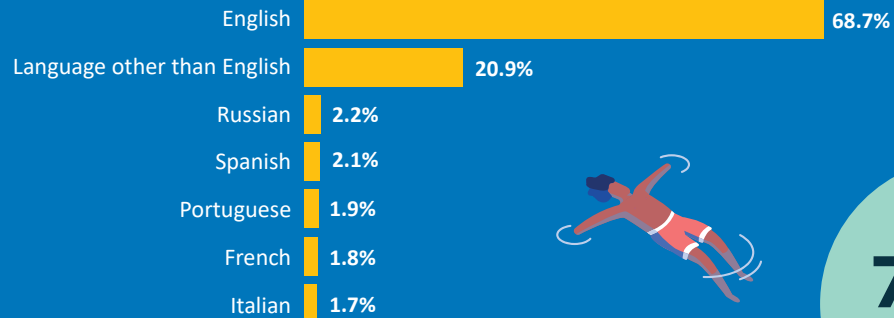
JEWISH COMMUNITY
Our Jewish residents make up
15.1% of our total population

GETTING TO KNOW

Waverley

LANGUAGES WE SPEAK AT HOME

LANGUAGES SPOKEN BY %

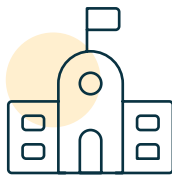


78.4%
PROPERTIES
CONNECTED TO
THE INTERNET

EDUCATION

17
SCHOOLS

including primary
and secondary schools



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

2.4
PEOPLE

AVERAGE HOUSEHOLD SIZE



43%
RENTING
HOUSEHOLDS

\$622
MEDIAN
WEEKLY RENT

28%
SINGLE PERSON
HOUSEHOLDS

ECONOMY



\$5.06 BILLION
GROSS REGIONAL PRODUCT



OVER
29,466
JOBS IN
WAVERLEY

HIGH EMPLOYMENT SECTORS

Retail trade

Healthcare and
Social Assistance

Scientific and
Technical Services

Professional

Accommodation
and Food

Services and Education
and Training



OVER
\$2,308 per
week
MEDIAN TOTAL INCOME

for Waverley
families in 2016,
compared to \$1,750
for Greater Sydney

Sources: ABS Census 2016,
Economy.Id, Australian
Business Registry Data

A Message from our Mayor

I am delighted to present the 2022-2023 Operational Plan and Budget, my third for Waverley Council. This document is our roadmap for the next year, guiding the actions and measures we must take, against the allocated resources.



This is a critical planning document, which demonstrates in a transparent manner, how the budget is planned in a fiscally responsible way, and how services are delivered, and transformative projects planned for and executed.

The last 12 months have seen record infrastructure delivery which has helped address legacy backlogs. We have achieved this outcome during challenging circumstances and constraints dictated by the COVID-19 pandemic, along with extreme weather conditions generated by La Nina. Importantly we have been able to keep our workforce employed during these testing times.

The Bondi Pavilion Conservation and Restoration project is close to complete, and I look forward to welcoming people back to this much loved and beautifully restored community space later this year. The historic Boot Factory restoration in Bondi Junction is also nearing completion as a knowledge and innovation hub and will be launched towards the end of this year. We also commenced the Tamarama Surf Lifesaving Club upgrade, look forward to its completion in the near future for everyone's enjoyment.

Over the life of this Operational Plan and Budget, we will continue to roll out services and projects to enhance the amenity that is expected by our 75,000 residents. A key focus is on keeping our environment beautiful, and enhancing our green credentials, and addressing climate change. Council has committed to net zero carbon emissions by 2030, and to a target for the whole community of net zero by 2035. This is a strong wish by the community, and a range of interlinked initiatives will help us get there.

These programs include sustainability infrastructure such as electric vehicle charging stations, renewal of stormwater management and harvesting systems, and many upgrades to parks, streetscapes, playgrounds and our public domain.

This Operational Plan and Budget also outlines how Waverley nourishes and enriches the hearts and souls of the community. Our community tells us that they want a kind, connected and welcoming community, that represents and celebrates diversity. Through community programs and many arts and culture initiatives, we aim to continue to build the social capital that is so valued.

I am delighted to present this plan and thank the many people who are committed to seeing it through.

Paula Masselos,
Mayor of Waverley

A Message from our General Manager

The many services Waverley Council delivers for the Waverley LGA are guided by a number of strategies and plans, and importantly through listening to the community. In this Operational Plan 2022-2023, the program for the coming year is spelt out along with resources. Our master document is the Community Strategic Plan 2032, which involved intense community engagement, along with asset management plans, legislative requirements, and a rigorous prioritisation process.

Most of Council's \$140 million operating budget goes towards delivering high quality services to our local community including waste and recycling services, cleaning and maintaining our beaches, parks and playgrounds, and strategic urban planning, development assessment and economic development. We also work on community building and inclusiveness through programs and services such as the Library, the Seniors Centre, and our Early Education Centres, and through our varied and exciting Arts and Culture programs.

In addition to these services, which continued unabated throughout the pandemic, we are working on a series of transformative projects, which aim to modernise the way we deliver services and make dealing with Council easier and faster. These projects include a technology strategy, a customer experience strategy, and our continued delivery of the People Plan, lifting engagement, capability and skills across the board.

We will also continue to deliver the benefits of a large capital works program, which includes major projects such as the restoration of the Bondi Pavilion, progressing design work on the upgrades to important local surf clubs, and much needed upgrades to local parks and playgrounds right across the Council area.

I'd like to thank all who contributed to developing this plan, from Council and the many community members who provided input. I look forward to ensuring the targets are met, and that benefits are realised as soon as possible.

Emily Scott,
General Manager, Waverley Council



Our Mayor and Councillors

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

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

The position of Mayor is elected by Councillors for a two year period, and Deputy Mayor for a 12-month period. Councillor Paula Masselos is the current Mayor and Councillor Elaine Keenan 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. The two Standing Committees are Operations and Community Services Committee and Strategic Planning and Development Committee.

Council convenes and/or supports several advisory and consultative committees including Community Safety Advisory Committee, Environmental Sustainability Advisory Committee, Multicultural Advisory Committee, Waverley Access Committee, Audit, Risk and Improvement Committee, Waverley Business Forum, Waverley Cycling Advisory Committee, Waverley Housing Advisory Committee, Waverley Public Art Committee, Waverley Surf Life Saving Club Committee and Waverley Traffic Committee. Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.

Bondi Ward



Dominic Wy Kanak
Greens



Leon Goltsman
Liberal Party of Australia



Michelle Gray
Australian Labor Party

Hunter Ward



Sally Betts
Liberal Party of Australia



Steven Lewis
Australian Labor Party



Will Nemesh
Liberal Party of Australia

Lawson Ward



Angela Burrill
Liberal Party of Australia



Elaine Keenan
Deputy Mayor, Greens



Paula Masselos
Mayor, Australian Labor Party

Waverley Ward



Ludovico Fabiano
Greens



Tim Murray
Australian Labor Party



Tony Kay
Liberal Party of Australia

Our organisation

Our Vision

Connect, create and celebrate our people, places and partnerships.

Our Mission

Wow! This is Waverley.

Our Values

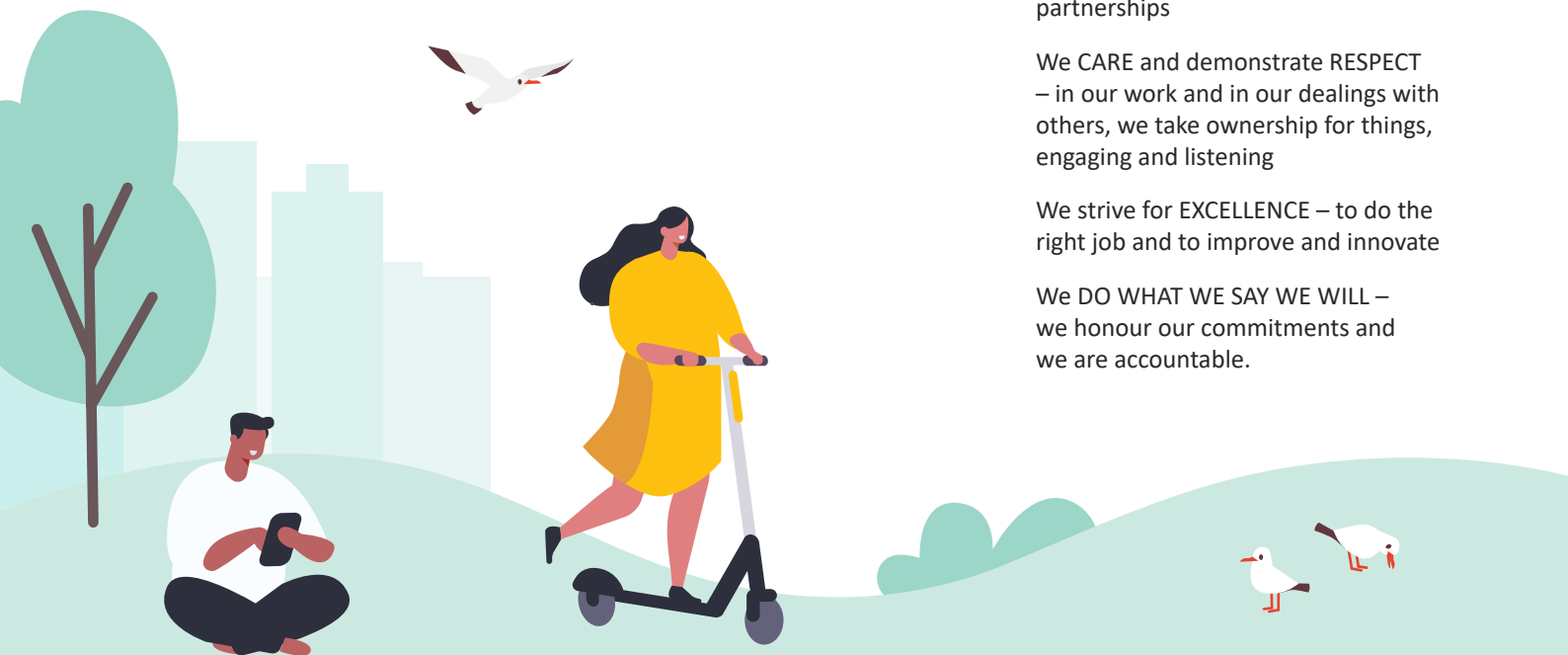
We are the guardians for our place and our people.

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:

1

**Finance and
Governance**

DIRECTORATE

2

**Planning,
Environment
and Regulatory**

DIRECTORATE

3

**Community,
Assets and
Operations**

DIRECTORATE

4

**Customer Service
and Organisation
Improvement**

DIRECTORATE

Organisational structure





Waverley 2032

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

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

THEME

1

People

Our People theme focuses on a cohesive and connected Waverley community

THEME

2

Place

Our Place theme focuses on the natural and built environment

THEME

3

Performance

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

Theme 1: People

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

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

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

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

Theme 2: Place

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

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflecting this in Council strategies. Improving all

modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

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

Theme 3: Performance

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

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



The four pillars of our plan

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



Innovation

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



Resilience

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



Sustainability

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



Partnerships

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

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

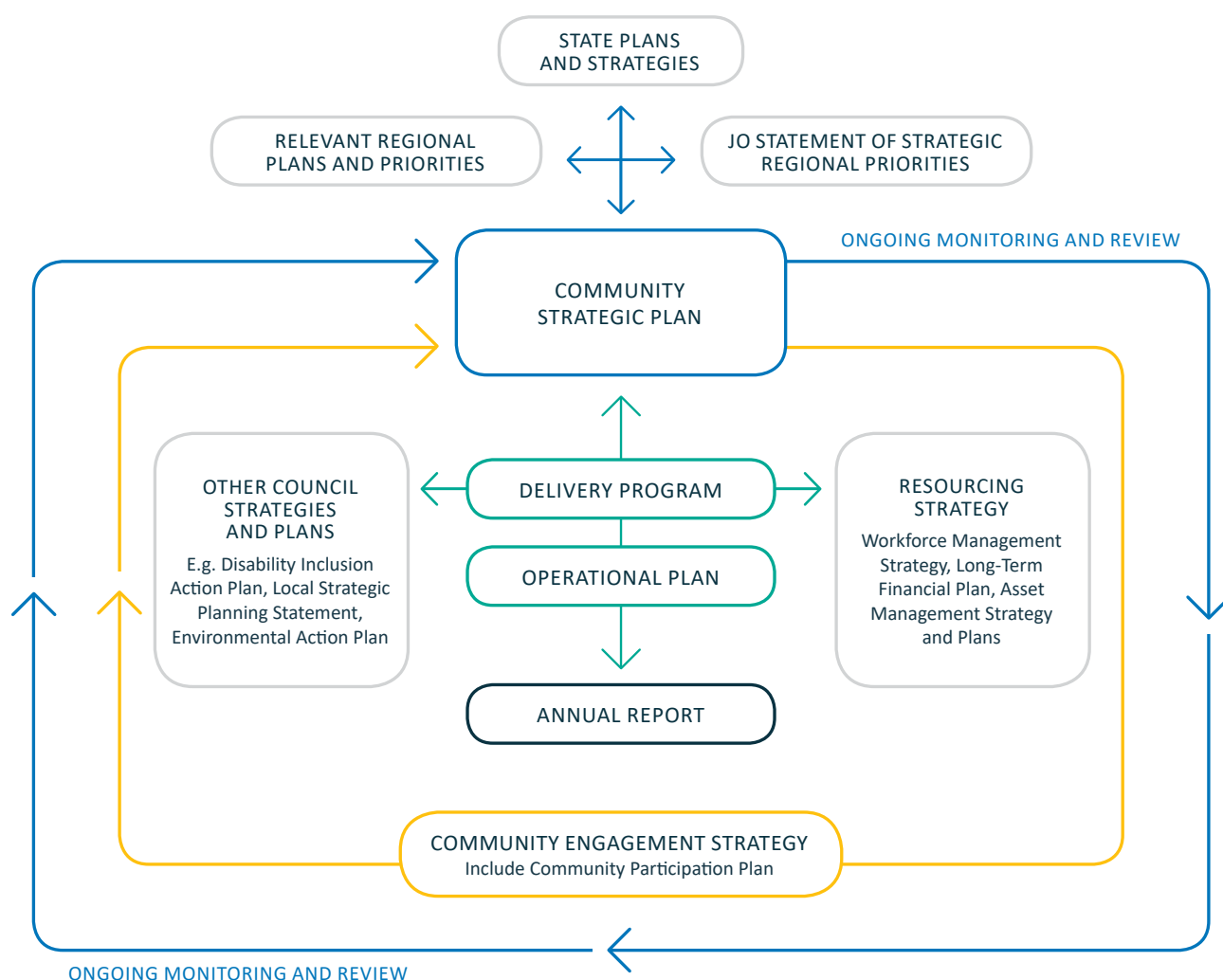
Integrated planning and reporting framework

Community Strategic Plan

Waverley 2032 (2022–2032) is Waverley’s fifth Community Strategic Plan.

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

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



Council has been a leader in this area since the legislation was introduced in 2009, having produced award-winning asset and financial management plans, and was one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation. The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future. The framework ensures long-term planning with a commitment to the community having a say in what happens in the area. The framework requires Council to take a long-term approach to decision making that considers the quadruple bottom line, social, economic, environmental and civic leadership, and the social justice principles of equity, access, participation and rights. The framework recognises that local councils have both a 'custodial and facilitating' role in initiating, preparing and maintaining the community strategic plan on behalf of the community, and that they must work in partnership with other levels of government and the community to maximise capacity to make community aspirations a reality.

Resourcing and delivering the plan

The Community Strategic Plan is the highest-level plan that identifies the community's main priorities and aspirations for the future, and the broad strategies for achieving these. While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the residents of Waverley, it is not wholly responsible for its implementation. Other partners such as State and Federal Governments and community groups have a role in delivering the long-term community outcomes of this plan. Waverley Community Strategic Plan 2022–2032 has a long-term outlook and covers 10 years. It is reviewed every four years in line with the election cycle and addresses social, environmental, economic and civic leadership matters in an integrated manner.

Waverley 2026, the Delivery Program (2022–2026) is where the community's goals in the Community Strategic Plan are systematically translated into actions that the Council will deliver. The Delivery Program is the elected Council's statement of commitment to the

community. Priorities and activities are set to the goals and strategies in the Community Strategic Plan, and appropriate methods to measure the success of the Delivery Program are identified. Waverley 2023, the Operational Plan (2022–2023) sits under the Delivery Program. It lists all the actions that the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals. To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. Council has prepared three resourcing strategies to support the delivery of the Community Strategic Plan. It consists of the Long-Term Financial Plan 6 (2022–2033), Strategic Asset Management Plan 6 (2022–2032) and Workforce Management Plan (2022–2026).

Other plans

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

Monitoring the plan

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

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

How to read this plan

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



Quadruple Bottom Line

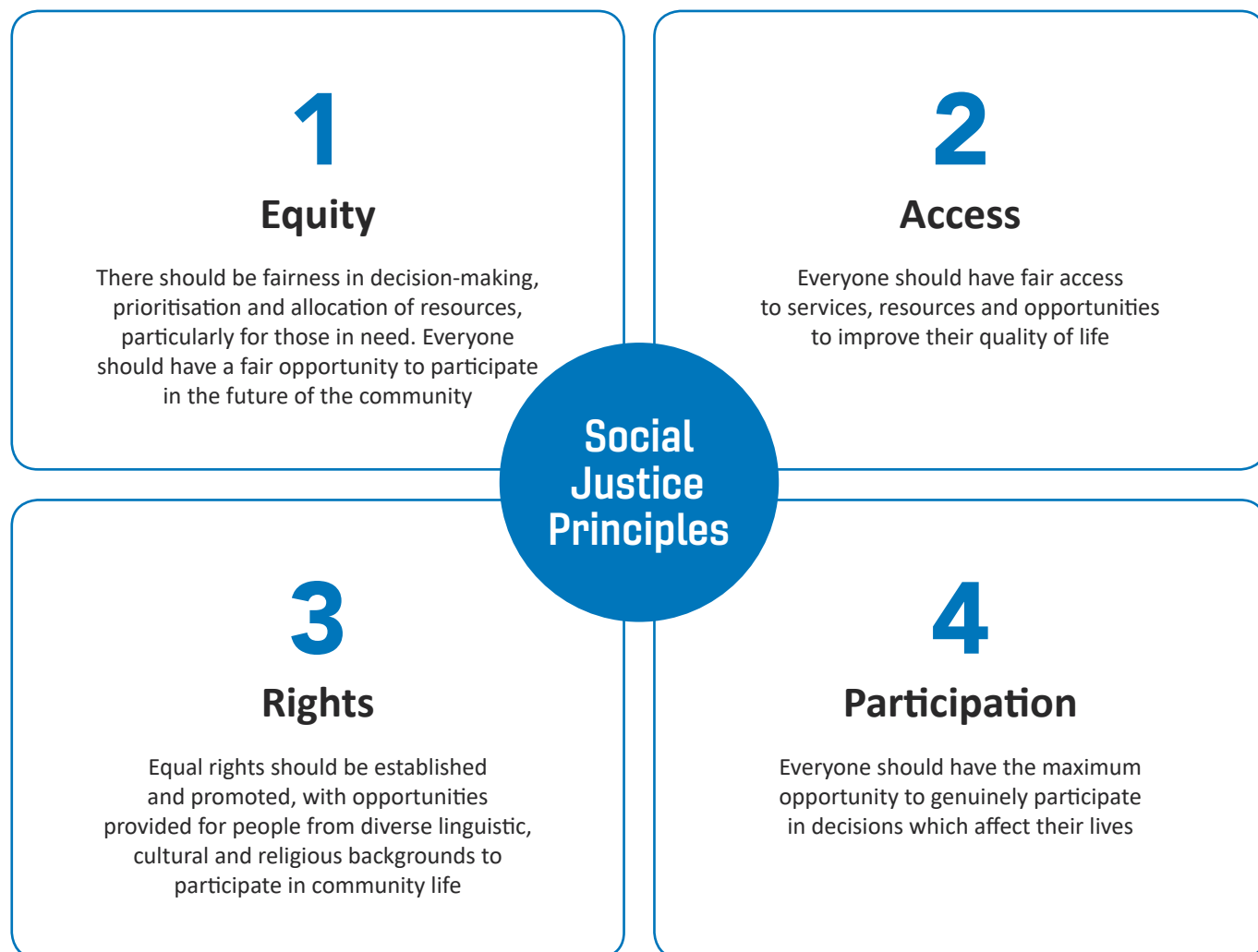
It is a requirement that each Community Strategic Plan adequately consider social, environmental, economic and civic leadership considerations.

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

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

Social justice principles

In developing the Waverley Community Strategic Plan 2022–2032, Delivery Program (2022–2026) and Operational Plan (2022–2023), Council has applied the interrelated social justice principles which are:



Quadruple Bottom Line

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

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

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



Theme 1: People

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

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

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

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

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

People: our context

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

The estimated population of Waverley in 2021 is 72,743 including 274 Aboriginal and Torres Strait Islander people. There are 7,868 people per square kilometre, making Waverley the second most densely populated LGA in Australia, with an average of 2.27 people per dwelling.

Overall, 26.8% of the population earned \$1,750 or more per week, and 21.6% earned less than \$500 a week compared with 14.4% and 36.1% respectively for Greater Sydney.

Waverley is also a well-educated community. In 2016, 73% of our residents aged over 15 years had completed year 12 schooling or equivalent; 44.5% of our residents aged over 15 had a Bachelor or higher degree compared to 24.1% for Greater Sydney and 20% of young people aged 15–24 years attended an educational institution including high school and/or a higher education facility, such as TAFE or university.

The COVID-19 pandemic has had a significant impact on the lives of Waverley community members, with some likely to experience continued social disadvantage. While COVID-19 has brought out the best in the Waverley community, research shows it has also exacerbated a range of social issues, including housing stress, domestic violence, discrimination, social isolation, and will continue to place pressure on local parks, facilities and communities as people continue to spend more time in their local neighbourhoods.

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

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



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

Housing prices in Waverley and the Eastern Suburbs have grown significantly in the last decade. This has impacted on housing affordability, particularly for the workforce needed to support communities to function. The median rent in the LGA is \$622 with a 43% renting population. In 2020, there were 18 homeless people in the LGA.

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



People: our objectives

What will we focus on?

1.1



Aboriginal and Torres Strait Islander culture

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

1.2



Diversity, inclusion and accessibility

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

1.3



Caring, well connected and cohesive

Foster a caring, well connected and cohesive community

1.4



Opportunities and spaces for young people

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

1.5



Art, culture and creative expression and participation

Promote and encourage art, culture and creative expression and participation

1.6



Access to social services and facilities

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

1.7



Housing needs

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

1.8



Safe community

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

People: strategies

How will we achieve our focus?



1.1

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

OUR STRATEGIES

1.1.1. Create more visibility of and opportunities to share and learn about Aboriginal and Torres Strait Islander Cultures



FOUR YEAR ACTIONS

Implement the Waverley Reconciliation Action Plan

ANNUAL ACTIVITY

Promote awareness and recognition of cultural protocols and protection of Aboriginal and Torres Strait Islander Cultures among community and staff

Community Programs

DEPARTMENT RESPONSIBLE

Partner with Gujaga Foundation to implement Dharawal Language Program and recommendations of the Aboriginal and Torres Strait Islander cultural audit

Community Programs

DEPARTMENT RESPONSIBLE



1.2

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

OUR STRATEGIES

1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community life



FOUR YEAR ACTIONS

Implement Council's 2022–2026 Disability Inclusion Action Plan (DIAP)

ANNUAL ACTIVITY

Determine and implement DIAP priority actions in consultation with Access and Inclusion Panel

Community Programs
DEPARTMENT RESPONSIBLE

Facilitate a walking and mobility working group meeting to progress and coordinate initiatives in DIAP and other strategies

Community Programs
DEPARTMENT RESPONSIBLE

Explore alternative service models to connect people with disability to mainstream services and activities

Prepare an options paper to connect people with disability to mainstream services

Community Programs
DEPARTMENT RESPONSIBLE

1.2.2. Promote the benefits of Waverley's cultural diversity in support of a strong and cohesive community



Implement the Waverley Cultural Diversity Strategy 2021–2031

Implement the anti-racism campaign in partnership with others and deliver staff training.

Community Programs
DEPARTMENT RESPONSIBLE

1.2.3. Strengthen partnerships and collaboration with the community, local services and across levels of government to optimise resources, share information and best practice



Maintain and build partnerships and capacity with local services

Research, analyse and prepare research reports on emerging trends in the community

Community Programs
DEPARTMENT RESPONSIBLE

Coordinate community development and advocacy activities with local networks

Community Programs
DEPARTMENT RESPONSIBLE



1.3 Foster a caring, well connected and cohesive community

OUR STRATEGIES

1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing



FOUR YEAR ACTIONS

Create innovative online and face to face opportunities to build connections through activities, grants and space activation

ANNUAL ACTIVITY

Enhance volunteering opportunities, facilitate community gardening activities and maximise grant opportunities

Community Programs

DEPARTMENT RESPONSIBLE

Build on inter-generational programs and engage residents lacking family connections and support

Community Programs

DEPARTMENT RESPONSIBLE



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

OUR STRATEGIES

1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people



FOUR YEAR ACTIONS

Actively engage and integrate the voices of young people in planning and design

ANNUAL ACTIVITY

Pilot a project based youth engagement process and establish an internal working group to determine youth preference on engagement and spaces

Community Programs

DEPARTMENT RESPONSIBLE



1.5

Promote and encourage art, culture and creative expression and participation

OUR STRATEGIES

1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation



FOUR YEAR ACTIONS

Implement the Waverley Arts and Culture Plan 2021–2026

ANNUAL ACTIVITY

Organise Bondi Pavilion housewarming program and deliver Bondi Festival

Culture, Communications and Events

DEPARTMENT RESPONSIBLE

Leverage Bondi Pavilion, Boot Factory and annual event program reinvigoration to establish new partnerships and sponsorships

Culture, Communications and Events

DEPARTMENT RESPONSIBLE

Deliver artists in residence programs

Culture, Communications and Events

DEPARTMENT RESPONSIBLE

Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met

Promote Bondi Pavilion to optimise utilisation

Property and Facilities

DEPARTMENT RESPONSIBLE

1.5.2. Deliver a range of diverse and inclusive art, cultural and civic programs, events and experience, including day and night and out-of-season activities



Implement a rich and diverse program of cultural activities across a range of creative and performing arts forms

Implement an annual program of existing, new and innovative arts and culture activities

Culture, Communications and Events

DEPARTMENT RESPONSIBLE

Explore and identify sponsorship opportunities for ongoing events

Culture, Communications and Events

DEPARTMENT RESPONSIBLE

1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector



Grow community and event capacity to expand cultural and creative sector profile and impact

Establish partnerships with local businesses, organisations and individuals to deliver Bondi Pavilion community radio station and pottery studio

Culture, Communications and Events

DEPARTMENT RESPONSIBLE

1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction



Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion

Conduct a review of library programming to maximise participation with an emphasis on literacy

Library and Learning Futures

DEPARTMENT RESPONSIBLE

Provide creative library programs online and face to face to suit the needs of the community

Library and Learning Futures

DEPARTMENT RESPONSIBLE

Develop and implement a staff training plan to enhance customer service at the Library

Review staff skills to assess gaps to develop a training plan

Library and Learning Futures

DEPARTMENT RESPONSIBLE



1.6

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

OUR STRATEGIES

1.6.1. Connect with service providers and community groups to drive community wellbeing outcomes



FOUR YEAR ACTIONS

Partner with service providers and community groups to share data and resources, address emerging community needs, and adapt to local challenges

ANNUAL ACTIVITY

Deliver a targeted grants program that supports coordination and collaboration around local services and projects

Community Programs
DEPARTMENT RESPONSIBLE

1.6.2. Deliver high-quality, affordable services that support community connection and promote independence, health and wellbeing



Develop a Children and Family Services Strategy and continue to deliver high quality early education services

Undertake research to understand demand, supply, local capacity, community needs and trends

Community Programs
DEPARTMENT RESPONSIBLE

Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families

Manage demand for Family Day Care and Early Education Centre places, increase the number of children with additional needs and deliver a specialised family support program to parents/carers

Community Programs
DEPARTMENT RESPONSIBLE

Deliver high quality social and recreational programs that supports ageing in place in line with new legislation and funding requirements

Relocate and prepare the Waverley Community Seniors Centre

Community Programs
DEPARTMENT RESPONSIBLE



1.7

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

OUR STRATEGIES

1.7.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness



FOUR YEAR ACTIONS

Deliver targeted support through social and affordable housing programs and work with internal and external partners to extend provision

Continue partnership with Eastern Suburbs Homeless Assertive Outreach Collaborative to address street homelessness

Explore new approaches including partnerships to increase provision of affordable housing

ANNUAL ACTIVITY

Prepare options paper to determine future scope and reach of Council's social and affordable housing programs

Participate in Annual Street Count and coordinate support for homeless people with complex needs

Update the Affordable Housing Program Policy and other related policies

Community Programs

DEPARTMENT RESPONSIBLE

Community Programs

DEPARTMENT RESPONSIBLE

Urban Planning, Policy and Strategy /Property and Facilities

DEPARTMENT RESPONSIBLE

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



Implement planning controls that increase diversity of housing

Undertake review of Waverley Development Control Plan to facilitate diversity of housing

Advocate to the NSW Department and Planning to increase the mechanism for affordable housing on an ongoing basis

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

1.7.3. Grow the provision of social and affordable housing



Implement Planning Agreement Policy 2014 to contribute to Waverley Affordable Housing Fund

Negotiate Voluntary Planning Agreements that increase our affordable housing fund when offered by developers

Advocate with Department of Planning and Environment (DPE) to improve affordable housing

Advocate with DPE to implement the Affordable Housing Contribution Scheme

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport



Ensure strategic plans manage and protect/retain adequate housing supply/density close to jobs, services and public transport

Develop and implement Inter War Building design guidelines to promote retention of existing density and housing affordability.



Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE




1.8

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

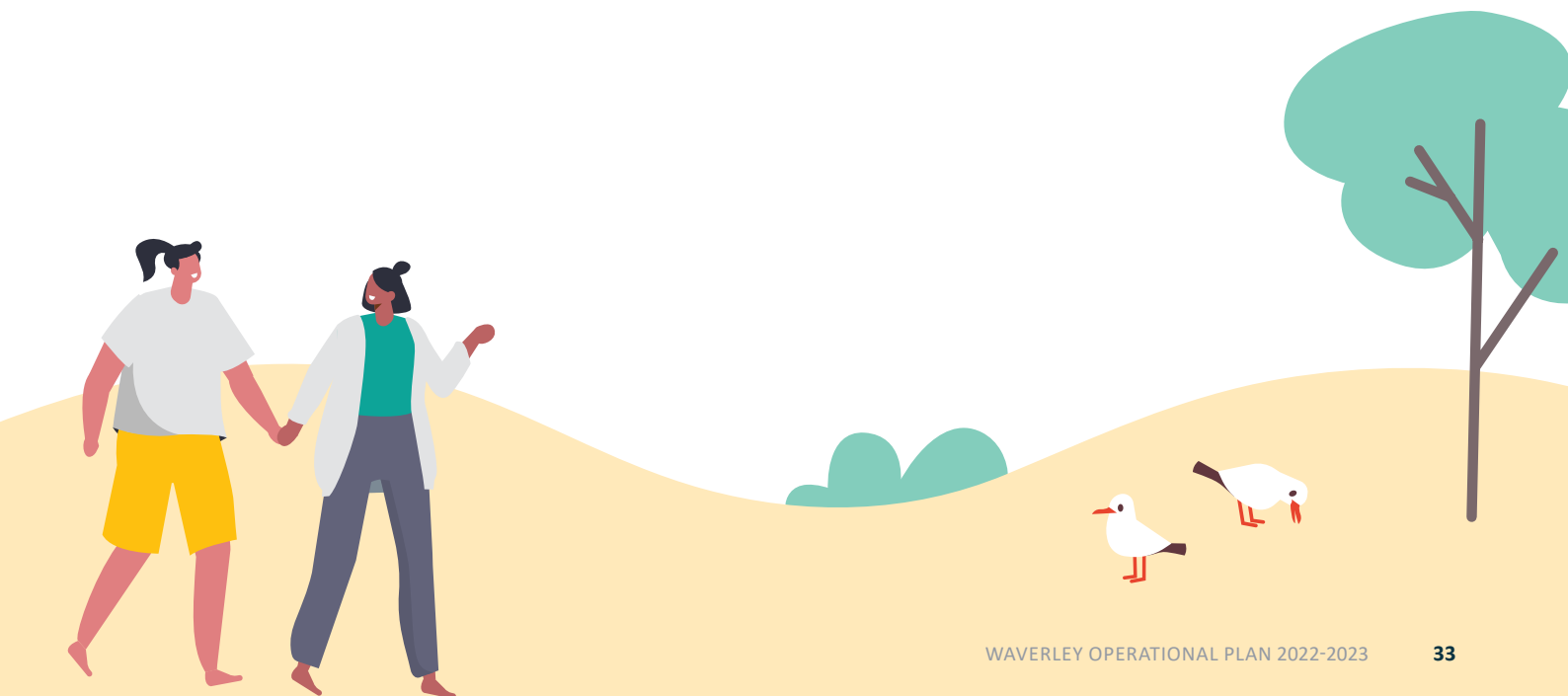
| OUR STRATEGIES | FOUR YEAR ACTIONS | ANNUAL ACTIVITY | |
|--|--|--|--|
| 1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues  | Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour | Progress research and advocacy to ensure women experiencing domestic violence can access support | Community Programs DEPARTMENT RESPONSIBLE |
| | | Implement Child Safe Policy to empower children and young people in decision making | Community Programs DEPARTMENT RESPONSIBLE |
| | | Partner with NSW Police to patrol and target anti-social behaviour and noise related issues within hot-spots | Compliance DEPARTMENT RESPONSIBLE |
| | | Undertake daily patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches | Compliance DEPARTMENT RESPONSIBLE |
| | | Undertake inspections to regulate food handling, sewerage, excessive noise and other issues | Compliance DEPARTMENT RESPONSIBLE |
| | | Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots | Compliance DEPARTMENT RESPONSIBLE |
| 1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses  | Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations | Identify priority actions under resilience framework for improvement | Environmental Sustainability/Community Programs DEPARTMENT RESPONSIBLE |
| | | Deliver the Sustainable Communities Strategy to improve sustainability and embed second nature in community | Environmental Sustainability/Community Programs DEPARTMENT RESPONSIBLE |

1.8 continued...

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

Outcome measures

| MEASURES | BASELINE | TARGET 2023 | RESPONSIBILITY |
|--|---|---|---|
| Positive community and stakeholder feedback for evaluated events | 91% positive feedback for evaluated events (2020) | Minimum 80% positive community and stakeholder feedback | Communications, Culture and Events |
| Number of partnerships to facilitate growth for our cultural and creative sector | 12 event and program partnerships (2021) | Maintain number of event and program partnerships | Communications, Culture and Events |
| Maintain the activities that promote community connection | 25 (2021) | 25 | Community Programs |
| Participant satisfaction with capacity building workshops | 80% (2020) | Maintain satisfaction at 80% | Community Programs |
| Community services maintain quality accreditation | Meet accreditation and quality rating | Meet accreditation and quality rating | Community Programs |
| Number of beach safety talks | 2 beach safety talks completed (2021) | 6 beach safety talks | Customer, Cemetery and Lifeguard Services |
| Tenant and community satisfaction with social and affordable housing delivery | 78% (2021) | Maintain | Community Programs |





Theme 2: Place

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

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

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

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

Place: our context

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

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

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

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

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

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

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

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

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



Place: our objectives

What will we focus on?

2.1



Reduce greenhouse gas emissions (Waverley)

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

2.2



Reduce greenhouse gas emissions (Council)

Rapidly reduce Council's greenhouse gas emissions

2.3



Climate change and resilience

Prepare and adapt to the impacts of climate change

2.4



Biodiversity

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

2.5



Water use and quality

Conserve water use and improve water quality

2.6



Control and manage development

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

2.7



Safe and accessible parks and open spaces

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

2.8



Sustainable transport

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

2.9



Traffic, transport and parking

Manage traffic, transport and parking in a balanced way

2.10



Accessible and sustainable assets

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

2.11



Sustainable waste and circular economy

Move towards a sustainable waste community and a circular economy

2.12



Clean and litter free spaces

Keep public spaces clean and litter-free

Place: strategies

How will we achieve our focus?



2.1

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

OUR STRATEGIES

2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure



FOUR YEAR ACTIONS

Implement initiatives that increase uptake of green energy, and improve environmental performance

ANNUAL ACTIVITY

Deliver Building Futures and residential dwelling program

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Promote the uptake of renewable energy in the community

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Deliver Solar My Suburb and Solar My School program

Environmental Sustainability

DEPARTMENT RESPONSIBLE



2.2

Rapidly reduce Council's greenhouse gas emissions

OUR STRATEGIES

2.2.1. Increase Council's energy efficiency, uptake of renewable energy and reduce carbon



FOUR YEAR ACTIONS

Demonstrate leadership in green energy generation, consumption and energy saving programs

ANNUAL ACTIVITY

Purchase 100% renewable energy in the Council electricity contract and install solar on Council assets

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Transition to a non-fossil fuel gas in Council assets

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Upgrade and improve street lighting performance

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Purchase electric vehicles for Council's vehicle fleet

Environmental Sustainability

DEPARTMENT RESPONSIBLE



2.3 Prepare and adapt to the impacts of climate change

OUR STRATEGIES

2.3.1. Deliver the Climate Change Adaptation and Resilience Framework



FOUR YEAR ACTIONS

Implement the Climate Change Risk Adaptation and Resilience Framework

ANNUAL ACTIVITY

Integrate Waverley Climate Change Scenario and Climate Change Risk assessment into Council's Asset Management Program

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Progress to stage 3 of a Coastal Management Plan

Environmental Sustainability

DEPARTMENT RESPONSIBLE



2.4

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

OUR STRATEGIES

2.4.1. Improve the condition of non-remnant native vegetation on public land in the LGA and reinstate indigenous vegetation characteristic of natural coastal landscapes in Councils' parks and reserves



FOUR YEAR ACTIONS

Deliver the Biodiversity Action Plan - Remnant Sites

ANNUAL ACTIVITY

Engage bush regeneration contractors to implement the Biodiversity Action Plan – Remnant sites

Environmental Sustainability

DEPARTMENT RESPONSIBLE

2.4.2. Protect the threatened species plan *Acacia terminalis* (subs Eastern suburbs) and Eastern Suburbs Banksia Scrub Endangered Ecological Community



Deliver Thomas Hogan, Bronte and Tamarama Ecological Restoration Action Plan

Implement priority projects in Ecological Restoration Action Plans for Tamarama and Bronte

Environmental Sustainability

DEPARTMENT RESPONSIBLE

2.4.3. Improve biodiversity across the Waverley LGA



Improve native habitat in habitat corridors and adjacent to remnant areas

Deliver the Living Connections program

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Review DCP controls to improve native habitat in habitat corridors and adjacent to remnant areas.

Environmental Sustainability/ Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

2.4.4. Increase the quantity of trees and plants in public and private spaces, parks and streets to achieve Waverley's canopy targets



Prepare and implement Tree Canopy Strategy

Review and update tree register and implement annual tree planting program

Asset Maintenance/ Infrastructure Services

DEPARTMENT RESPONSIBLE

Review planning instruments in line Tree Canopy Strategy

Urban Planning, Policy and Strategy/ Environmental Sustainability

DEPARTMENT RESPONSIBLE



2.5

Conserve water use and improve water quality

OUR STRATEGIES

2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture



FOUR YEAR ACTIONS

Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects

ANNUAL ACTIVITY

Deliver WaterFix project (Strata, Commercial and Small Business) in partnership with Sydney Water

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Organise site sediment control training and inspections

Environmental Sustainability

DEPARTMENT RESPONSIBLE

2.5.2. Improve water efficiency of new and existing buildings



Engage the community to promote water savings devices and practices

Deliver residential water efficiency program

Environmental Sustainability

DEPARTMENT RESPONSIBLE

2.5.3. Reduce or minimise the pollutants entering into waterways



Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches

Construct new stormwater quality improvement devices in the Glenayr Avenue project

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Maintain water sensitive urban design infrastructure in Bondi Junction

Environmental Sustainability

DEPARTMENT RESPONSIBLE



2.6

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

OUR STRATEGIES

2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues



FOUR YEAR ACTIONS

Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies

ANNUAL ACTIVITY

Review and update the Community Participation Plan to integrate codesign into future engagements

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

Coordinate community engagement, education, data collection and community views to respond to issues related to overdevelopment

Organisation Improvement/ Communications, Culture and Events/ Urban Planning, Policy and Strategy/ Governance and Risk

DEPARTMENT RESPONSIBLE

2.6.2. Ensure new development provides high standard of design quality and does not adversely impact the amenity of neighbours or the wider community



Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)

Assess all applications against relevant provisions of the LEP and DCP and other relevant legislation

Development Assessment

DEPARTMENT RESPONSIBLE

Provide timely determinations of applications for development

Implement assessment procedures that deliver high quality outcomes and efficient determination

Development Assessment

DEPARTMENT RESPONSIBLE

2.6.3. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity



Ensure development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier

Assess applications for a construction certificate against the development consent and legislation and ensure compliance during required inspections

Compliance

DEPARTMENT RESPONSIBLE

Provide efficient and professional pool certification

Undertake swimming pool inspections in compliance with Swimming Pool Act and Regulation

Compliance

DEPARTMENT RESPONSIBLE

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

Compliance

DEPARTMENT RESPONSIBLE

Undertake fire safety inspections where potential fire safety issues are identified

Compliance

DEPARTMENT RESPONSIBLE



Undertake initiatives to address issues relating to illegal use or building works in a timely manner

Investigate complaints and take appropriate enforcement action relating to illegal use/ building works in a timely manner



Compliance

DEPARTMENT RESPONSIBLE

2.6 continued...

| OUR STRATEGIES | FOUR YEAR ACTIONS | ANNUAL ACTIVITY | |
|---|---|--|--|
| 2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant  | Explore ways to incentivise commercial floorspace in Bondi Junction | Prioritise controls that facilitate commercial floorspace outcomes in Bondi Junction | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| | | Implement minimum non-residential Floor Space Ratio across all of Waverley's centres | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| 2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone  | Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036 | Undertake assessment and scope Oxford Street Masterplan preparation | Infrastructure Services and Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| | Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects | Undertake street health check for streetscape upgrades | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| | Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation | Deliver annual program of festive decorations bespoke to urban area | Communications, Culture and Events DEPARTMENT RESPONSIBLE |
| | | Deliver annual program of public art | Communications, Culture and Events DEPARTMENT RESPONSIBLE |

2.6 continued...

| OUR STRATEGIES | FOUR YEAR ACTIONS | ANNUAL ACTIVITY | |
|--|--|--|--|
| 2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character  | Implement Heritage and Social Impact Assessment recommendations | Review Development Applications in line with Heritage and Social Assessment guidelines | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| | Revise the Aboriginal Heritage study and prepare Management plans for all registered sites | Initiate Aboriginal Heritage Study scoping including management of registered sites | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| | Review heritage and character controls in strategic plans | Implement the Heritage Policy into the LEP | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| | Deliver key actions identified in the Cemetery Services Strategic Business Plan | Develop Quinn Road memorialisation | Customer, Cemetery and Lifeguard Services DEPARTMENT RESPONSIBLE |
| | | Implement innovative heritage navigation options and improve public amenity at Waverley Cemetery | Customer, Cemetery and Lifeguard Services DEPARTMENT RESPONSIBLE |
| 2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments  | Provide a range of Arts, Culture and Events programs to promote local participation, engagement and exchange | Explore program opportunities across Waverley precincts to activate spaces and promote local connections | Communications, Culture and Events DEPARTMENT RESPONSIBLE |



2.7

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

OUR STRATEGIES

2.7.1. Provide safe, accessible and diverse spaces and facilities for different users



FOUR YEAR ACTIONS

Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles

Maximise the use and access to public open recreation spaces and sports fields

Deliver accessible community facilities and venues that cater for the diverse needs of the community

ANNUAL ACTIVITY

Implement a range of recreation programs including activities for active and healthy lifestyle

Promote Council's sportsfields and facilities and investigate opportunities to achieve optimal use

Promote Council's community venues and facilities and investigate opportunities to increase utilisation

Community Programs/Property and Facilities

DEPARTMENT RESPONSIBLE

Property and Facilities

DEPARTMENT RESPONSIBLE

Property and Facilities

DEPARTMENT RESPONSIBLE

2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works



Implement the Open Space and Recreation Strategy action plan and the Inclusive play space study

Upgrade Waverley Park Playground and Fitness Station and two additional local pocket parks

Infrastructure Services/Major Projects

DEPARTMENT RESPONSIBLE

2.7.3. Leverage opportunities to provide new and extended spaces in key locations



Provide public access to Hunter Park and activate Harley Place and Alfresco Dining in Hall Street.

Infrastructure Services/Major Projects

DEPARTMENT RESPONSIBLE



2.8

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

OUR STRATEGIES

2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency



FOUR YEAR ACTIONS

Prepare and implement a new Bike Plan and a new Walking Plan

Implement cycling infrastructure, bike paths and pedestrian safety projects

Develop an integrated transport solution that addresses traffic, parking and considers neighbourhood and place outcomes

Facilitate alternatives to private car transport such as improved access to bus and car share vehicles

ANNUAL ACTIVITY

Undertake research, audits and engage the community to prepare the Bike Plan and Walking Plan

Continue to deliver Bondi Junction Cycleway and associated footpath upgrades

Deliver Glenayr Avenue Streetscape Upgrade and Tamarama Marine Drive pedestrian crossing

Engage stakeholders and analyse traffic, parking and other road data and analyses

Revise Car Share Policy and advocate with Transport for NSW/other service providers for improved access to bus stops

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

Major Projects

DEPARTMENT RESPONSIBLE

Major Projects

DEPARTMENT RESPONSIBLE

Urban Planning, Policy and Strategy and Infrastructure Services

DEPARTMENT RESPONSIBLE

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE



2.9

Manage traffic, transport and parking in a balanced way

OUR STRATEGIES

2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes



FOUR YEAR ACTIONS

Effective management of Council car parks to optimise revenue and customer experience

Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy

Ensure residential and commercial parking areas are patrolled

ANNUAL ACTIVITY

Review and monitor ongoing performance of new smart technologies at Council car parks

Partner with NSW Government to provide real time parking availability via smart technology

Patrol residential and commercial parking areas

Property and Facilities

DEPARTMENT RESPONSIBLE

Compliance/ Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE

Compliance

DEPARTMENT RESPONSIBLE

2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport



Develop safe and convenient access by foot, bike or public transport to important destinations

Undertake research, audits and engage the community to prepare the Bike Plan and Walking Plan

Urban Planning, Policy and Strategy

DEPARTMENT RESPONSIBLE



2.10

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

OUR STRATEGIES

2.10.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community



FOUR YEAR ACTIONS

Implement the Strategic Asset Management Plan 6

ANNUAL ACTIVITY

Deliver annual actions in the SAMP Program

Infrastructure Services/Asset Maintenance

DEPARTMENT RESPONSIBLE

2.10.2. Implement continuous improvement to achieve advanced maturity in asset management practices



Implement the Asset Management Improvement Plan as noted in SAMP 6

Deliver proactive maintenance activities to ensure all Council's civil infrastructure assets meet standards

Property and Facilities/Asset Maintenance

DEPARTMENT RESPONSIBLE

Deliver annual SAMP building renewal program as part of the Capital Works Program

Property and Facilities

DEPARTMENT RESPONSIBLE

Undertake an asset management maturity assessment

Review asset data integrity

Infrastructure Services

DEPARTMENT RESPONSIBLE

2.10.3. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes



Implement priority actions identified in the Property Strategy 2020–2024

Implement commercial and social property portfolio management review recommendations

Property and Facilities

DEPARTMENT RESPONSIBLE



2.11

Move towards a sustainable waste community and a circular economy

OUR STRATEGIES

2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill



FOUR YEAR ACTIONS

Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials

ANNUAL ACTIVITY

Design and deliver an optimal waste and recycling collection service for the Waverley Community, including a best-practice service for collecting organics in Waverley

**Waste and Cleansing/
Environmental Sustainability**

DEPARTMENT RESPONSIBLE

Partner with Southern Sydney Regional Organisation of Councils to develop and carry out regional tender for general waste and organics processing.

**Waste and Cleansing/
Environmental Sustainability**

DEPARTMENT RESPONSIBLE

Implement a waste management system for in-vehicle monitoring, route optimisation, improved customer service capabilities and real-time data capture

Implement in-vehicle monitoring of waste management system

**Waste and Cleansing/
Environmental Sustainability**

DEPARTMENT RESPONSIBLE

Continue to implement Recycling and Contamination Improvement Program

Roll out Recycling and contamination Improvement to mixed use development

**Waste and Cleansing/
Environmental Sustainability**

DEPARTMENT RESPONSIBLE

Deliver the Compost Revolution Program

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Provide waste collection points and recovery programs for problem waste items

Provide recycling drop off locations or events for problem waste items

**Waste and Cleansing/
Environmental Sustainability**

DEPARTMENT RESPONSIBLE



2.12

Keep public spaces
clean and litter-free

OUR STRATEGIES

2.12.1. Reduce litter and illegal dumping across Waverley through education and enforcement



FOUR YEAR ACTIONS

Deliver litter and illegal dumping education and enforcement program

ANNUAL ACTIVITY

Implement Waste in Public Place Policy and guidelines

**Environmental Sustainability/
Waste and cleansing**

DEPARTMENT
RESPONSIBLE

Organise illegal dumping education and ensure compliance

**Environmental Sustainability/
Waste and cleansing**

DEPARTMENT
RESPONSIBLE

Undertake beach litter audits

**Environmental Sustainability/
Waste and cleansing**

DEPARTMENT
RESPONSIBLE

2.12.2. Reliable and efficient public place waste



Deliver optimal public place waste infrastructure and services

Undertake public place bin location review

**Environmental Sustainability/
Waste and cleansing**

DEPARTMENT
RESPONSIBLE

Service and maintain public place bins

**Environmental Sustainability/
Waste and cleansing**

DEPARTMENT
RESPONSIBLE

Outcome measures

| MEASURES | BASELINE | TARGET 2023 | RESPONSIBILITY |
|---|--------------------------------|--------------------------------|--|
| Asset Maintenance Ratio | 104.59% (2021) | 100% | Infrastructure Services, Major Projects, Asset Maintenance |
| Infrastructure Backlog Ratio | 1.09% (2021) | Less than 2% | Infrastructure Services, Major Projects |
| Buildings and Infrastructure Renewal Ratio | 268.81% (2021) | Greater than or equal to 100% | Infrastructure Services, Major Projects |
| Legislative compliance achieved on all matters investigated by Council | 100% | 100% | Compliance |
| Percentage of applications that meet LEP and DCP are determined within 40 working days after notification | 79% (2021) | 80% | Development Assessment |
| Affordable housing investments through VPA negotiations | 25% | = or > than 25% | Urban Planning, Policy and Strategy |
| Metres of separated cycleway | 730 metres (2021) | 1000 metres | Urban Planning, Policy and Strategy |
| Council greenhouse gas emissions | 4,702 (t CO2-e) | 4,000 (t CO2-e) | Environmental Sustainability |
| Community greenhouse gas emissions | 517,983 (t CO2-e) (2019-20) | 502,000 (t CO2-e) | Environmental Sustainability |
| Solar installations in Waverley LGA | 7,561 KW of installed capacity | 8,000 KW of installed capacity | Environmental Sustainability |
| Condition of remnant vegetation in the LGA | 9% in good condition | 9% in good condition | Environmental Sustainability |
| Increase in the amount of remnant vegetation in good condition | 5.9 hectares | Greater than 5.9 hectares | Environmental Sustainability |
| Cleaning program completed according to schedule and service standards | 100% | 100% | Waste and Cleansing |
| Waste collection program completed according to schedule and standards | 100% | 100% | Waste and Cleansing |





Theme 3: Performance

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

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

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

Performance: our context

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

Council makes substantial investment in upgrading services and infrastructure, however, Council is also constrained in its revenue raising capacity by rate pegging and legislative controls over some fees and charges. COVID-19 has continued to impact Council revenue significantly. Measures have been taken to keep staff and the community safe, public health order compliance has been a major focus, and some events and activities have been cancelled or held online. Community support programs for businesses and vulnerable communities have been provided.

Council has sufficient cash reserves to fund the ongoing operations of Council, after two years of large deficits arising from loss of income during COVID-19 years. Council investment in infrastructure assets and renewal of assets exceed performance benchmarks. The recovery from loss of income has identified the

vulnerability with Council budget and will seek to improve financial sustainability through total cost review and service delivery model to ensure any future economic shocks will not cause large deficits in our operating performance ratio.

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

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



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

In 2021, Waverley's Gross Regional Product was estimated at \$5.06 billion. Council is tailoring its service delivery and regulatory functions to be as business supportive as possible and is working with the local Chamber of Commerce to implement initiatives to support business growth.

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



Performance: our objectives

What will we focus on?

3.1



Community engagement opportunities

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

3.2



Excellent Customer Experience

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

3.3



Financial Sustainability and Resource Management

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

3.4



Governance, Capacity and Capability

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

3.5



Resilient Economy

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

3.6



Smart and Innovative

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

Performance: strategies

How will we achieve our focus?



3.1

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

OUR STRATEGIES

3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage



FOUR YEAR ACTIONS

Implement Community Engagement Policy and Strategy 2021

ANNUAL ACTIVITY

Partner with community groups, and other agencies to engage hard to reach groups on decisions impacting the community

Communications, Culture and Events

DEPARTMENT RESPONSIBLE

Develop a community engagement campaign that responds to community needs on Council processes, decision making and critical issues

Communications, Culture and Events

DEPARTMENT RESPONSIBLE

Organise staff training to enable staff across the organisation implement more effective engagement tools and practices

Communications, Culture and Events

DEPARTMENT RESPONSIBLE

Engage Precinct committees on strategic issues

Governance and Risk

DEPARTMENT RESPONSIBLE

Develop a proposal that outlines a process to enable Combined Precincts group to host public forums

Governance and Risk

DEPARTMENT RESPONSIBLE

3.1.2. Ensure our engagement practices are accessible and inclusive



Explore a range of engagement methodologies and channels that suit diverse needs of our community

Communications, Culture and Events

DEPARTMENT RESPONSIBLE

Invest in emerging platforms to improve access and inclusion

Communications, Culture and Events

DEPARTMENT RESPONSIBLE

3.1.3. Continual development of an organisational culture focused on best practice community engagement



Improve data sources and analytics via Waverley customer/audience evaluation processes

Establish communication dashboards to capture audience reach and impact to support evidence-based decision making

Communications, Culture and Events

DEPARTMENT RESPONSIBLE



3.2

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

OUR STRATEGIES

3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas



FOUR YEAR ACTIONS

Provide consistent level of customer experience tailored to suit the location, service and/or interaction

ANNUAL ACTIVITY

Develop and implement values-based customer experience training program tailored to level of customer interaction and responsibility within the organisation

Customer, Cemetery and Lifeguard Services

DEPARTMENT RESPONSIBLE

Trial hybrid customer experience model as part of Bondi Pavilion restoration

Customer, Cemetery and Lifeguard Services

DEPARTMENT RESPONSIBLE

Review all current service level agreements for service requests to ensure they meet operational requirements and provide clear guidance to customers

Customer, Cemetery and Lifeguard Services

DEPARTMENT RESPONSIBLE

Implement Complaints Management Framework and monitor compliance with procedures

Streamline complaints management process and use data and analytics to inform service improvements

Customer, Cemetery and Lifeguard Services

DEPARTMENT RESPONSIBLE



3.3

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

OUR STRATEGIES

3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that respond to community needs and organisational capacity



FOUR YEAR ACTIONS

Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans

Implement Long Term Financial Plan [LTFP 6 (2022-2033)] and monitor budget on a regular basis

Implement the Workforce Plan 2022–2026

ANNUAL ACTIVITY

Undertake Council's Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities

Undertake annual review of LTFP, quarterly budget review and monthly budget performance reports

Implement priority actions in the Workforce Plan such as diverse workforce, tenure, wellbeing and age profile

Finance

DEPARTMENT RESPONSIBLE



Finance

DEPARTMENT RESPONSIBLE

Human Resources, Safety and Wellbeing

DEPARTMENT RESPONSIBLE

3.3 continued...

| OUR STRATEGIES | FOUR YEAR ACTIONS | ANNUAL ACTIVITY | |
|---|--|---|---|
| 3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability  | Embed financial and environment sustainability across the organisation | Undertake a strategic review on user fees and charges focused on fees, cost of service, and subsidies | Finance DEPARTMENT RESPONSIBLE |
| | | Assess cost and benefit and affordability criteria in all business and operational decisions | Finance DEPARTMENT RESPONSIBLE |
| | | Deliver Second Nature in Council's policies, culture and values | Environmental Sustainability DEPARTMENT RESPONSIBLE |
| | Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community | Implement NSW Audit Office recommendations to improve procurement practices | Procurement DEPARTMENT RESPONSIBLE |
| | Embed sustainable procurement into our activities consistent with Council's sustainability commitments | Integrate best practice procurement methodologies to ensure fair, objective and transparent procurement of goods and services | Procurement DEPARTMENT RESPONSIBLE |
| | 3.3.3. Deliver and review services to increase value for money  | Develop a Service Review Framework and approach in line with Australian Business Excellence Framework | Organisation Improvement DEPARTMENT RESPONSIBLE |
| | | Undertake priority service reviews | Organisation Improvement DEPARTMENT RESPONSIBLE |



3.4

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

OUR STRATEGIES

3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct



FOUR YEAR ACTIONS

Prepare and implement the Governance Framework

Promote good financial governance, internal control and risk mitigation practices

Implement an enterprise risk management framework

Prepare and implement the Governance Framework

Meet legislative requirements for financial reporting

ANNUAL ACTIVITY

Review and update relevant governance policies, including Code of Conduct and Councillor Expenses and Facilities Policy

Review and update relevant GIPA processes, including open access/proactive release programs

Review Council Committee Charters

Review and update financial policies, systems, procedures and business processes to improve financial compliance and risk mitigation

Conduct a business continuity exercise based on a major disruption of operations at one of Council's sites to identify and make refinements to business continuity plans

Implement Fraud and Corruption Prevention Program

Promote and inform community on key decisions affecting community through different communication channels

Provide Councillors, senior management and all staff with the necessary training, tools and understanding to meet their responsibilities

Prepare all financial reports required by legislation or requested by government departments and agencies

Governance and Risk

DEPARTMENT RESPONSIBLE

Governance and Risk

DEPARTMENT RESPONSIBLE

Governance and Risk

DEPARTMENT RESPONSIBLE

Finance

DEPARTMENT RESPONSIBLE

Governance and Risk

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Governance and Risk

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Governance and Risk

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Governance and Risk

DEPARTMENT RESPONSIBLE







Finance

DEPARTMENT RESPONSIBLE

3.4.2. Uphold a commitment to accountable and transparent decision making



3.4 continued...

| OUR STRATEGIES | FOUR YEAR ACTIONS | ANNUAL ACTIVITY | |
|---|---|---|---|
| 3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance   | Develop and implement a Total Rewards Framework | Prepare Performance Management Framework | Human Resources, Safety and Wellbeing <small>DEPARTMENT RESPONSIBLE</small> |
| | | Develop Leadership Development Program for senior leaders and front-line leaders | Human Resources, Safety and Wellbeing <small>DEPARTMENT RESPONSIBLE</small> |
| | | Implement health and safety programs and activities | Human Resources, Safety and Wellbeing <small>DEPARTMENT RESPONSIBLE</small> |
| 3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community   | Implement the Capability Framework | Establish employee development plan and improvement strategies to address skill gaps and build capability | Human Resources, Safety and Wellbeing <small>DEPARTMENT RESPONSIBLE</small> |
| 3.4.5. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric   | Deliver the ICT Modernisation Program | Undertake demand assessment and commence procurement process | Information Technology <small>DEPARTMENT RESPONSIBLE</small> |



3.5

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

| OUR STRATEGIES | FOUR YEAR ACTIONS | ANNUAL ACTIVITY | |
|---|--|--|--|
| 3.5.1. Improve Waverley's post COVID-19 economic resilience through innovation | Prepare and implement an innovation roadmap | Develop digital infrastructure, capacity building partnerships and leadership and governance programs to support businesses | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| 3.5.2. Position Waverley as a future business destination and promote local businesses | Deliver businesses services and activation activities across Waverley Deliver recognition for excellence in local business programs | Deliver a grants platform and workshop for the business community. Organise ongoing business awards to recognise businesses | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |
| 3.5.3. Support and enhance the visitor economy | Implement the Waverley Sustainable Visitation Strategy 2019–2024. | Develop new products and services for visitors | Urban Planning, Policy and Strategy DEPARTMENT RESPONSIBLE |



3.6

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

OUR STRATEGIES

3.6.1. Improve and increase the quality and quantity of data shared in the local business community



FOUR YEAR ACTIONS

Research, analyse and promote a range of data and trends that monitor the local economy

ANNUAL ACTIVITY

Release relevant business data sources to inform decision making

Urban Planning, Policy and Strategy
DEPARTMENT RESPONSIBLE

3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer



Position business incubator as an innovative hub for local community

Partner and pilot a program with a civic focus

Urban Planning, Policy and Strategy
DEPARTMENT RESPONSIBLE

3.6.3. Enhance communication and engagement channels to improve service delivery



Maximise the use of existing engagement tools such as Have Your Say

Integrate evaluation framework for various programs with Have Your Say

Communications, Culture and Events
DEPARTMENT RESPONSIBLE

3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces



Implement Local Studies Digitisation Strategy

Launch online platform for digitised local studies assets

Library and Learning Futures
DEPARTMENT RESPONSIBLE

Prepare and implement the Waverley Library Strategy

Undertake feasibility study for refurbishment of flexible library spaces to ensure future fit for purpose

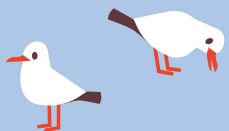
Library and Learning Futures
DEPARTMENT RESPONSIBLE

Develop a plan for current and emerging digital infrastructure for public use

Library and Learning Futures
DEPARTMENT RESPONSIBLE

Outcome measures

| MEASURES | BASELINE | TARGET 2023 | RESPONSIBILITY |
|--|--|---|---|
| Customer complaints management | 80% complaints closed within SLA | 86% complaints closed within SLA | Customer, Cemetery and Lifeguard Services |
| Number of community engagement channels to reach diverse segments of community | 5 (2022) | 7 | Communications, Culture and Events |
| Precinct satisfaction against 2021 baseline | 73% (June 2021) | +/-2% variance against baseline (based on sample variation) | Governance and Risk |
| Enterprise risks outside of risk appetite against 2021-22 baseline | 49 out of 138 identified risks (2020-21) | Below baseline | Governance and Risk |
| Delivery of Community Strategic Plan and Delivery Program outcomes | 65% completed, 17% in progress, 12% in progress impacted by COVID-19, 5% delayed due to operational reasons and 1% delayed due to COVID-19 | 70% | Human Resources, Safety and Well-Being |
| Maintenance or improvement in financial benchmarks | | | Finance |
| Operating Performance Ratio | -3.43%(2021) | 0% | |
| Own Source Operating Revenue Ratio | 80.61 (2021) | >60% | |
| Unrestricted current ratio | 5.51x (2021) | 1.50x | |
| Debt Service Ratio | 18.18x | 2.00x | |
| Rates and Annual Charges Outstanding Ratio | 5% | 4.24 | |
| Cash Expense Cover Ratio | 12.40 months | > 3 months | |
| Compliance with NSW Audit Office procurement recommendations | 65% (2021) | 90% | Procurement |
| Number of active registered businesses | 42,257 | Maintain | Urban Planning, Policy and Strategy |
| Commercial Centre Occupancy Audit | Combined Occupancy rate of 91.7% | Maintain or improve on baseline | Urban Planning, Policy and Strategy |





Community Grants Program

Waverley Council provides a Community Grants Program to ensure the delivery of a range of services to the local community

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

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

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

Budget estimates

Budget Forecast for the Financial Year 2022/23

| PROPOSED BUDGET | 2022-23 |
|---|----------------------|
| Operating income | |
| Rates & Annual Charges | 67,731,629 |
| Investment Income | 955,782 |
| User Charges | 45,855,024 |
| Other Revenues | 19,970,889 |
| Grants Subsidies and Contributions | 5,561,411 |
| Total Operating Income | 140,073,437 |
| Operating Expenditure | |
| Employee Costs | (71,355,343) |
| Materials & Contracts | (24,507,600) |
| Borrowing Costs | (52,954) |
| Other Operating Expenses | (22,135,338) |
| Depreciation & Amortisation | (21,997,797) |
| Total Operating Expenditure | (140,049,033) |
| Operating Result Before Capital Income - Surplus/(Deficit) | 25,702 |
| Capital Income | |
| Grants Subsidies & Contributions | 13,008,662 |
| Sale of Assets | 1,306,876 |
| Total Capital Income | 14,315,538 |
| Operating Result - Surplus/(Deficit) | 14,341,240 |
| CASH AVAILABLE TO FUND CAPITAL | |
| Capital Expenditure | |
| Other Capital Purchases | (6,385,758) |
| Capital Works Program | (30,333,018) |
| Total Capital Expenditure | (36,718,776) |
| Cash Flow to Fund - In/(Out) | (22,377,536) |
| FINANCED BY: | |
| Borrowings | |
| External Loan | - |
| Less: Loan Repayments on External Loan | (459,658) |
| Net Borrowing | (459,658) |
| Reserve Movements | |
| Transfers to Reserves | (19,501,025) |
| Transfer from Reserves | 20,340,422 |
| Net Reserve Movements | 839,397 |
| Depreciation & Amortisation Expenses (Contra) | 21,997,797 |
| Net Budget Result - Surplus/(Deficit) | 0 |



Statement of Revenue Policy

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

1. Ordinary rates

1.1. Objective

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

1.2. Rate pegging

The NSW Government introduced rate pegging in 1977, 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 by taking the increase in the Local Government Cost Index (LGCI) to June 2021 of 0.9%, setting the productivity factor to 0.0%, a downward adjustment of 0.2% to remove the costs of the 2021 local government elections, and a population factor of 0.1%. For the Waverley LGA, IPART has set the 2022–23 rate peg at 0.8%.

In March 2022, the Office of Local Government (OLG) issued a circular to the Council mentioning OLG and IPART recognise that due to the delayed council elections and the determination of the 2022–23 rate peg at a lower rate than councils had forecast, councils may not have had sufficient time to prepare special variation application within the normal timeframe. This may result in some councils not having sufficient funds to pay for required infrastructure and services.

As such the NSW Government and IPART have agreed to a one-off Additional Special Variation round for the 2022–23 financial year.

Council will apply under this one-off Additional Special Variation round for a permanent special variation of 2.5%, including the rate peg. Accordingly, the total rates income anticipated from ordinary rates for the financial year 2022–23 increase by 2.5% subject to IPART's approval.

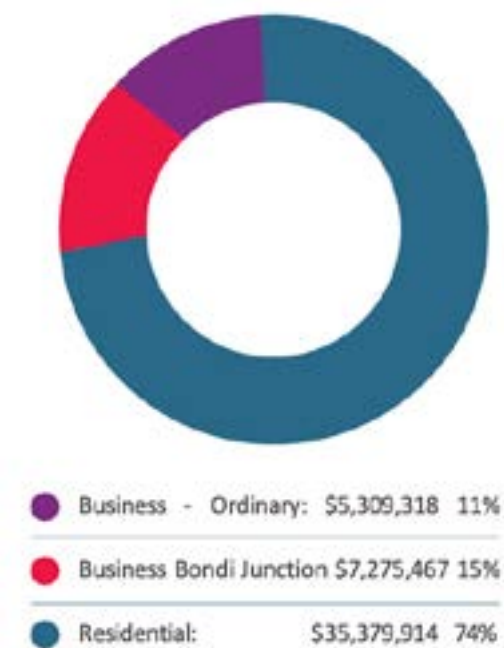
1.3. General principles

Rates are an important source of Council's operating revenue, contributing approximately 36% of the total operating income in 2021–22. Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds, stormwater drainage, swimming pools, community centres, cycle ways, public amenities and Waverley Library.

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

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

The following graph details the proportion each category and sub category contributes to the total rates revenue received for the financial year 2021–22. The proportional balance is proposed to be amended for the financial year 2022–23. Refer tables in Section 2 for further details.



Rating income structure

1.3.1. Ordinary rates

As per Section 497 of the *Local Government Act 1993* Council has determined that its rates will be calculated on the basis of an ad valorem rate. Higher differential rating will apply to land used for business purposes reflecting the increased service levels required for this type of land use. The land determined to be subject

to a residential category will be subject to a minimum rate in accordance with Section 548 (3) of the Act in accordance with the equity principle that a fair contribution is received from all ratepayers for the services and infrastructure supplied by Council.

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

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

1.3.2. Special rates

Council will apply under the one-off Additional Special Variation round for a permanent special variation of 2.5%, including the rate peg.

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 2019.

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

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

1.5. Mixed development apportionment factor

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

1.6. Aggregation of land

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

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

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

2. Rating structure

| CATEGORY | SUB-CATEGORY | NUMBER OF ASSESSMENTS | ESTIMATED RATE (¢ IN \$) | MINIMUM RATE | ESTIMATED RATES |
|----------|--------------|-----------------------|--------------------------|--------------|-----------------|
|----------|--------------|-----------------------|--------------------------|--------------|-----------------|

2022–23 RATING STRUCTURE @ 0.8% - IPART rate peg

| | | | | | |
|-------------|----------------|--------|----------|--------|------------|
| Residential | Ordinary | 29,640 | 0.116144 | 679.55 | 35,478,315 |
| Business | Ordinary | 963 | 0.516383 | | 5,412,612 |
| Business | Bondi Junction | 869 | 0.853158 | | 7,510,725 |
| Total | | | | | 48,401,652 |

2022–23 RATING STRUCTURE @2.5% - One-off Additional Special Variation application

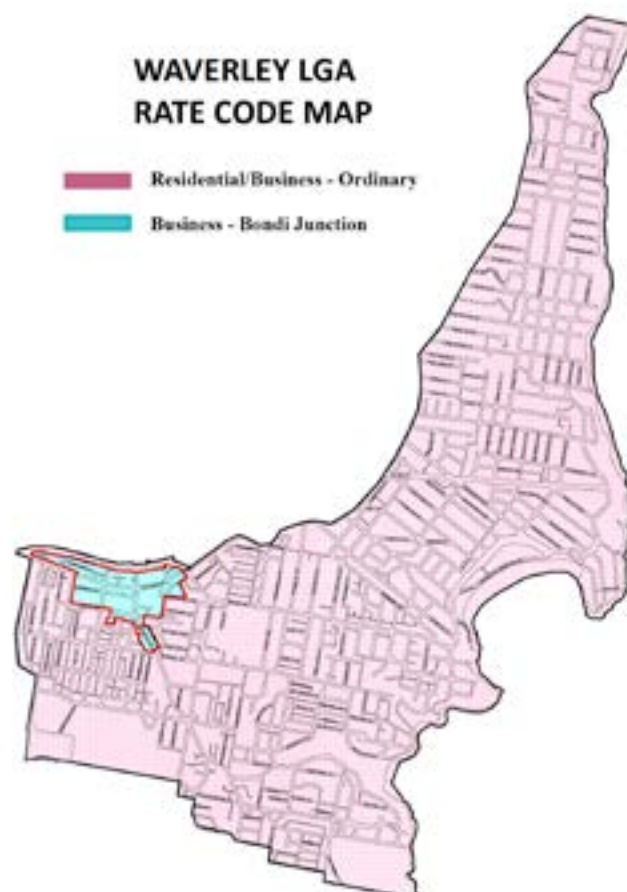
| | | | | | |
|-------------|----------------|--------|----------|-----|------------|
| Residential | Ordinary | 29,640 | 0.116144 | 691 | 35,663,111 |
| Business | Ordinary | 963 | 0.541561 | | 5,677,101 |
| Business | Bondi Junction | 869 | 0.894755 | | 7,877,738 |
| Total | | | | | 49,217,950 |

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 2022–23 financial year at 6%. Council will apply the maximum rate of interest in 2022–23 on all unpaid rates and annual charges.

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

4. Section 611 charges – gas mains

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

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

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

Domestic Waste Management Charge – 2022-23

The annual Domestic Waste Management Charge is a fee to manage and collect residential waste. This is authorised under Section 496 of the *Local Government Act 1993*. This charge is mandatory and will apply uniformly to each separate residential occupancy of rateable land for which the service is available. For all other residential premises with self-contained units (non-shared bathroom and/ or kitchen), one charge will apply per unit. The Council will exercise discretion regarding section 496 and may vary the charge and/or service in evaluation of the individual circumstances.

The domestic waste management charge for 2022–23 is \$594.4. This is an increase of \$6.4 from 2021–22.

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

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

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

Additional domestic waste management charge

The Additional Domestic Waste Management Charge is a fee for any additional waste bin/s and associated servicing of those bins at a rateable property currently paying a Domestic Waste Management Charge. The Additional Domestic Waste Management Charge for 2022–23 is \$594.4.

Bin allocation

For Single Unit Dwellings (individual house), the bin allocation includes one bin of 140L for each of the following: general waste, container recycling, paper recycling and garden organics (optional). Residential apartment buildings containing three or more dwellings (whether attached or detached) on one lot of land, including boarding houses and service apartments, receive bin allocation based on their waste generation rate according to the published rates in Development Control Plan (DCP), 2012. Allocations for these property types do not directly relate to the number Domestic Waste Charges of a rateable property. The standard bin size for residential apartment buildings is 240L for each of the following: general waste, container recycling, paper recycling and garden organics (optional). Bulk 660L and 1100L bin sizes may be considered for Council approval for larger buildings.

Upsized domestic waste management charge

For Single Unit Dwellings (individual house) residents have the option to upsize their 140L general waste bin to a 240L general waste bin. The upsized Domestic Waste Management Charge for 2022–23 is \$750.

Disputed domestic waste management charge

The annual rate notice that is issued by Council each year in July includes details of the Domestic Waste Management Charge attributed to each property, including any Additional Domestic Waste Charges. Where the ratepayer believes they are being incorrectly charged and advises Council prior to the due date for payment of the first instalment, Council will verify the charge for the property and contact the ratepayer with the outcome. If the ratepayer was incorrectly charged, the charge will be amended on the next rates notice.

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





Stormwater management service charge

The Stormwater levy is intended as a mechanism for Councils to raise income to invest in improving the stormwater systems in urban areas. It is in addition to what is raised through general rates and other charges. Council undertakes ongoing planning for, and assessment, construction and maintenance of stormwater assets, as well as stormwater education, to:

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

Since 2006, Council has been able to levy a stormwater management charge (the levy) under the Local Government Amendment (Stormwater) Act 2005 No 70. However, Council levied this charge for the first time from 2019–20. The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Catchment Flood Study. The expected annual revenue from the Stormwater Management Service Charge for 2022–23 is \$530,404.

Capital works

PROJECT

2022-23 BUDGET

Building Infrastructure

| | |
|------------------------------------|------------------|
| SAMP Building Renewal Program | 2,000,000 |
| SAMP Building Replacement Program | 2,980,349 |
| Council Accommodation and Services | 2,000,000 |
| New Facilities | 406,400 |
| Total | 7,386,749 |

Living Infrastructure

| | |
|---|----------------|
| SAMP Living Infrastructure- Landscaping | 50,000 |
| SAMP Tree Planting | 200,000 |
| SAMP Living Infrastructure Turf | 300,000 |
| Total | 550,000 |

Public Domain Infrastructure

| | |
|---|------------------|
| SAMP Street Furniture incl. bus shelters, seats, bins, etc. | 300,000 |
| SAMP Structures incl. walls, boardwalks, fences, etc | 4,543,100 |
| SAMP Lighting & Electrical Infrastructure | 150,000 |
| SAMP Water Equipment Renewal | 80,000 |
| SAMP Park Electrical and Lighting | 3,000,000 |
| Cemetery Renewal and Enhancements | 525,000 |
| Waverley Signage Strategy | 100,000 |
| Rockfall/cliff Remediation | 300,000 |
| Total | 8,998,100 |

Recreational and Public Spaces Infrastructure

| | |
|--|------------------|
| SAMP Park and Playground- Planning and Design | 220,000 |
| SAMP Park and Playground- Renewal and Upgrades | 1,931,000 |
| Public Art Commissions/ Renewal | 350,000 |
| Total | 2,501,000 |

Road Infrastructure

| | |
|--------------------------|-----------|
| SAMP Roads | 2,000,000 |
| SAMP Stormwater Drainage | 370,000 |
| SAMP Footpath | 1,500,000 |

| PROJECT | 2022-23 BUDGET |
|--|-------------------|
| SAMP Kerb and Gutter | 900,000 |
| SAMP Traffic Control Devices | 350,000 |
| SAMP Street Signage | 70,000 |
| SAMP Mall Renewal Program | 500,000 |
| Road Safety and Traffic Calming | 950,000 |
| Bondi Junction Complete Streets | 2,000,000 |
| Our Liveable Centres- Streetscape Upgrades | 1,300,000 |
| Safety by Design in Public Places | 800,000 |
| Total | 10,740,000 |
| Sustainability Infrastructure | |
| Water Saving & Quality Improvement Program | 47,169 |
| Facilities Sustainable Energy Upgrades | 40,000 |
| Installation of EV Charging Stations | 70,000 |
| Total | 157,169 |
| CAPITAL WORKS GRAND TOTAL | 30,333,018 |

Capital Works Program Funding Sources

| PROJECT | 2022-23 BUDGET |
|---|-------------------|
| Grants/Contributions | 10,117,717 |
| Planning Agreement funds | 1,463,250 |
| S94 Contribution funds | 3,635,943 |
| Affordable Housing Contribution reserve | 2,562,599 |
| Stormwater Management Reserve | 370,000 |
| Investment Strategy Reserve | 2,000,000 |
| Sales of surplus land reserve | 251,600 |
| Car Parking reserve | 198,100 |
| Affordable Housing reserve | 50,000 |
| Social Housing reserve | 117,750 |
| SAMP Parks Reserve | 221,000 |
| SAMP Malls Reserve | 500,000 |
| SAMP Cemetery Reserve | 525,000 |
| SAMP Other Reserve | 390,000 |
| Cemetery Reserve | 54,800 |
| Carry Over Reserve | 1,672,667 |
| Centralised reserve | 948,716 |
| Infrastructure Road Reserve | 125,000 |
| Neighbourhood Amenity Reserve | 570,000 |
| Council General Revenue | 4,558,876 |
| Total | 30,333,018 |



WAVERLEY
COUNCIL

GET IN TOUCH

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CUSTOMER SERVICE CENTRE

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