

# *Waverley Together 2*

Our community's strategic plan for 2010-22





## **Acknowledgement**

We acknowledge the Cadigal Clan who are the traditional custodians of the land.

We also pay respect to the Elders past and present of the Eora Nation and extend that respect to all indigenous Australians.



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# Waverley

There is no doubt that our world is rapidly changing.

It was once a pristine environment managed at the pace of indigenous cultures. Now, new technologies, faster travel, more information, the growing population, changing demographics, environmental concerns and security threats mean it is all at once an exciting, scary, expanding and shrinking place.

**Living well is no longer just about achieving lasting financial security... It's about living with a sense of harmony or balance between our past and our future, our environment and our use of it, our interests and those of others.**

As we move through this rapid change, it is apparent we are developing a more intense need to feel part of a closely connected community with common values and aims. Being the tier of government closest to people, councils are in a strong position to help create such a community. This plan has therefore been developed by Waverley Council to articulate, as well as we can, the values and long term aims of the Waverley community, and to map out strategies to make this community's vision for the future into a reality.

The plan is the result of substantial consultation with residents, community groups, local businesses and others. It is clear from our consultation that people think Waverley is one of the world's great places. We recognise we are lucky to live in a truly beautiful coastal area between one of the most famous beaches at Bondi and a major and thriving regional commercial centre at Bondi Junction. We also have the advantage of nearness to Sydney's Central Business District and its stunning harbour. Everyone loves the beaches, parks, cafés, shops, villages, and the prevailing atmosphere of enjoyment.

The location, however, isn't the only thing we enjoy and value about living in Waverley. Our research clearly shows we believe we have a 'sense of community' we're proud of. For all of our diversity, perhaps even because of it, we have a high level of social cohesion. We are well educated, living in a prosperous city and we have built up a huge amount of 'social capital' on which we can draw to make our community into whatever we want. We have the prospect of opportunity, faith in our own capacity and a strong sense of self-reliance.



# tomorrow



It is also clear the Waverley community feels some of the things we value most might be at risk of disappearing.

Some are concerned our heritage and lifestyle are under threat from too much development, resulting in a loss of residential amenity. There are still unreconciled issues with our past. Others worry the impact of increasing house prices will force out the young or the less well off who have lived here all their lives and, consequently, vital family and social connections will be lost. Each day, more and more of us look with foreboding at the threats of global warming and contemplate the potential loss of beaches, biodiversity, lifestyle and economic prosperity.

In the face of this, it is clear that our skilled self-reliance will need to be complemented with an increased investment in partnership with each other and even more so with many others from outside our small area. We are living not just in Waverley, but in a globalised society from which there is no going back. Our future, and not just our financial future, is inextricably bound up with the fortunes of others.

It is not surprising that we are hearing the word 'sustainability' a lot more than we used to. It has become something of a mantra, but since we are continually broadening our view of what 'sustainability' means, the push towards it is likely to stay at the forefront of our minds and plans as having relevance to all aspects of our future. More frequently, we are looking for broader or 'truer' indicators of wellbeing to monitor just how sustainable our lifestyles really are. Living well is no longer just about achieving lasting financial

security, and it's certainly not about achieving it at the expense of social cohesion, residential amenity, environmental viability, or integrity in leadership. It's about living with a sense of harmony or balance between our past and our future, our environment and our use of it, our interests and those of others, so that what we take our most essential pleasure in can persist and be handed down.

Taking all this into account, this plan has been designed:

- to set our sights on what we really want as a complete, fulfilled community;
- to guide us as we move toward achieving these things sustainably; and
- to help us maximise the effect of our diverse efforts to speed up the process of attaining our vision.

The councillors and staff of Waverley Council have sincerely enjoyed working with local residents and others to develop this plan. In approaching the task, we found a generous and responsive community who have thought about what they want, not just for today, but particularly for future generations. We have articulated this as faithfully as we can into a vision for Waverley – for both the place and the people. We thank everyone who participated, telling us what is most important and inspiring us with suggestions. Your views and ideas will inform decisions made about this place and its community in the years to come.



# Our community's



# Vision

We are united by a common passion for our beautiful home between  
the city and the sea.

Inspired by the magnificent landscape of Waverley and by the gifts we have inherited  
from those who have been here before us, we dream of a fulfilling life where...

we are safe

we are reconciled with and value our indigenous past

connections within families and between generations can remain unbroken

we are inspired and able to renew our physical and spiritual wellbeing

everyone is welcome to participate positively in community life

we can express our essential selves through our traditions, our arts,  
our cultures and our lifestyles

we act together as a compassionate society

the beauty of our beaches, cliffs and coastal lands endures

the architectural landscape is cared for and developed at a human scale and  
design is sensitive to the natural, historical and social contexts

vital services are fully accessible

scarce resources are conserved and fairly shared

local economic prosperity provides opportunity for all

as a local community we have the courage to take a leading place in achieving  
the environmental aims of a global society

we are confident our leaders will reflect thoughtfully on our views and  
best interests when making decisions for our future

These are the aspirations of our hopeful generation.

We recognise the need to commit to this vision of our future  
with energy so we can pass these gifts to our children  
and they to theirs.





# Mission and values

Through its detailed Integrated Engagement Strategy, Waverley Council has taken note of the breadth and depth of community priorities and articulated these in a Vision for the Waverley community. Council's Mission is to take a leading role in partnership with other levels of government, businesses and community groups and individuals to make the community's vision a reality.

In doing this, we rely on our commitment to and cohesion as a professional, friendly and ethical Council that consults with and listens to the community. We pride ourselves on bringing the following values alive in our daily activities.

## **GREAT LEADERSHIP**

Great leadership is having the courage to make difficult decisions when they are for the benefit of the whole community and having the skills to engage our teams in providing quality service.

## **GREAT CUSTOMER SERVICE**

Great customer service is the willingness and ability to give priority to customers, delivering high quality services which meet their needs.

## **RESPECT FOR ALL**

Respect for all is treating each other and all members of the community in a friendly, fair and equitable way.

## **WORKING ETHICALLY**

Ethical behaviour is acting in ways that are consistent with the expectation of the organisation to be corruption free and transparent.

## **WORKING TOGETHER**

Working together is about everyone working in partnership (internally and with the community) to achieve common or shared goals.

## **GETTING THE JOB DONE SAFELY, SUSTAINABLY AND ON TIME**

Getting the job done means providing a service efficiently, effectively and in the safest possible manner within agreed timeframes and due regard for the environment.



# About the plan

This is Waverley Council's second community strategic plan.

In April 2006 Council adopted its first Strategic Plan, called *Waverley Together*, as a blueprint to guide Council and the community over a 12-year period. Like this second plan, the first was prepared in close consultation with residents, businesses, community groups and others. A commitment was given in the Strategic Plan that it would be reviewed and updated within 12 months of every local government election, the last of which was held in September 2008.

Since the first plan was published, however, the New South Wales Government has changed the way in which councils must plan for, and report their progress to, the community. In fact, it is more than that. The whole role of local government has undergone a subtle but significant change.

All councils are now required by law to prepare a 'community strategic plan'. Of course, many councils have been doing this for some years. But the plans we are now required to make have a wider and deeper focus than those in the past.

Community strategic plans must reflect the entirety of the local community's priorities and aspirations for the future, not just those priorities that a local council may be able to satisfy. At the same time, it is now the responsibility

of councils to report to the community on progress toward achieving the totality of their priorities and desired outcomes, regardless of a council's influence over them. The framework recognises that local councils have a 'custodial role in initiating, preparing and maintaining the community strategic plan on behalf of the community' but that they must work in partnership with other levels of government and the community itself to maximise capacity to make community aspirations a reality.

Effectively, the new requirements give councils a substantially enlarged role as drivers of continual improvement in standards of living. It is to be a role of leadership in integrating the activities of the different levels of government and the community so the effect of those activities taken together may be all the greater in achieving the community's vision. This acknowledges local councils, if properly resourced, are in the best position of any level of government to foster community and government partnerships to achieve 'sustainability' in its fullest sense.

The legislation makes it clear that if we are to achieve sustainability our plans for the future must address social, economic, environmental and civic leadership themes. These themes are often considered to be the 'foundations of sustainability' and are frequently referred to as the 'quadruple bottom line' (QBL). Council's first *Waverley Together Strategic Plan* covered three of the four quadruple bottom line themes, with the exception being civic leadership, which is sometimes also referred to as 'governance'.



**"These are the biggest reforms for local government in 16 years... they are about getting councils to examine their long term goals, the goals of their communities, and the resources needed to achieve those goals."**

The Hon. Barbara Perry, MLA  
Minister for Local Government





**‘Quadruple bottom line’ is a term organisations use to show they have thought about the social, environmental, economic and governance effects of their actions.**

This second version of the *Waverley Together Strategic Plan* expands on the first *Waverley Together* by including the new governance chapter. It expands some of the original directions and strategies to reflect the changes that have taken place in community thinking and priorities since 2005, when consultation for the first strategic plan took place. These have been grouped into four main chapters which correspond with the four elements of the quadruple bottom line:

- ◆ **Sustainable Community**
- ◆ **Sustainable Living**
- ◆ **Sustainable Environment**
- ◆ **Sustainable Governance**

This plan also expands on the first plan by introducing a range of targets and indicators to help us monitor progress towards sustainability. Finally, by being integrated with a range of satellite resourcing plans, it helps us understand the means we will need to assemble to ensure we can move towards our targets at the pace necessary to sustain the things we value most.

## Building the plan

The new Integrated Planning and Reporting legislation makes community consultation the foundation of the community strategic plan.

In developing its Integrated Engagement Strategy for this plan, Waverley Council engaged independent experts in community consultation planning. The brief was to design a consultation strategy to help Council consult not just on this plan, but on a range of supporting plans that are being developed to underpin *Waverley Together 2*. The resultant Integrated Engagement Strategy included:

- an extensive, and statistically representative, Community Survey of over 500 residents of Waverley,
- an intensive study group process with approximately 30 representatives from a wide variety of community organisations and interest areas,
- a web forum hosted on “Bang the Table”, which attracted some 720 visits, and
- a “Have A Say Day” held in the Roscoe Street Mall at Bondi Beach and visited by about 300 people.

The full results of this consultation are detailed in the *Report on Integrated Engagement Strategy*, which is available on Council’s website at [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au). The plan is built carefully on the basis of this. The vision, directions, strategies, top 12 focus areas and targets of this plan are drawn directly from:

- detailed analysis of these results,
- significant discussion of what these results imply about what Waverley residents want for their future, and
- discussion on how and on what issues it will be necessary for the Council to take a leadership role.



In consulting with the community for *Waverley Together 2*, it has emerged that attitudes on some things have remained constant since the first *Waverley Together* was written, but others have evolved.

We are a different community than we were four years ago.

For instance, we are still as committed as we ever were to achieving community cohesion and equitable access to services, perhaps even more so, having embraced a new era of appreciation of our indigenous past. We are also still as keen to make sure our area looks great and that effects of visitation are well managed so that residential amenity is maintained.

We have, however, intensified our concern about the environment and there has been a palpable change in expectations about the importance of long term planning. These two things did not emerge as priorities in consultation for the first strategic plan. Clearly our community is expressing a heightened concern about securing the future on more fronts than they were in 2005.

For planners, the reasons for this change are important to understand. Our concerns have arisen perhaps because of increasing awareness of environmental pressures. Or perhaps it's because we have recently been shocked by a global financial crisis. Or both. Certainly there are more of us who are aware of our being part of an aging population and that our security in old age is tied up with the fortunes of a globalised economy over which we probably feel ourselves to have relatively little control.

These things may not be the entire reason for the change in attitudes, but there is no doubt they have played some role in radically re-shaping our thinking in the space of three short years and the change is noticeable. As Australians, we have passed through a cluster of historic moments. In 2008 we considered and acknowledged responsibility for the effects of dispossessing our indigenous forebears, and then we were forced to contemplate things as remarkable as the potential loss of our own life savings and even a precious environment.

Since our research for this plan was completed, we have seen ourselves begin to emerge from the global financial crisis. If the experience has shown us anything new, however, it has shown that doing things together and taking a global view can work, and solutions can come from working in concert. Australia, and we with it, have been drawn onto a larger stage and we have a bigger influence in it.

This plan has been developed in the hope that if there are new feelings about the fragility of our lifestyles and environment, these are matched by confidence local partnerships will have an effect beyond the bounds of Waverley.

**'...Our security in old age is tied up with the fortunes of a globalised economy over which we probably feel ourselves to have relatively little control.'**







## Resourcing the plan

The new Integrated Planning and Reporting framework recognises that plans that aren't properly resourced won't work.

To maximise the chance of successfully meeting the community's objectives, a long-term resourcing strategy is now compulsory. This includes strategies for financial resources, human resources and asset management. Council has already been developing resourcing plans to support its strategic plans. *Waverley Together 2* is therefore supported by a robust set of resourcing plans which go beyond the requirements of the new framework. The four main resourcing plans are:

- **Environmental Action Plan**  
– second version (EAP2)
- **Strategic Asset Management Plan**  
– third version (SAMP3)
- **Long Term Financial Plan**  
– second version (LTFP2)
- **Workforce Plan** – first version (WP1)

Council also has a Social Plan and several other satellite plans, such as a Community Safety Plan, a Recreation Plan and a Transport Action Plan, which inform our community strategic planning.

The standards for environmental outcomes and asset management developed in EAP2 and SAMP3 underpin many of the targets and outcomes included in *Waverley Together 2*. The targets are, in some cases, ambitious. Based on the extensive consultation undertaken in the Integrated Engagement Strategy, Council is confident the targets reflect the degree of importance given by the Waverley community.



Costs for these environmental and asset renewal activities, and costs for continued provision of other services necessary to meet the objectives of the community strategic plan, are brought together in *LTFP2*. This provides a 12-year view of the costs and, more importantly, shows what can be funded by Waverley Council, given our current financial situation, and what yet remains unfunded.

Cost estimates cited in *LTFP2* are based both on the consultation about the standards of service demanded by the Waverley community and on the statutory obligations Council must observe. We are not able to foresee all costs, of course, and as we predicted in our first *Long Term Financial Strategy*, *LTFS1*, we are facing significant shortfalls in funding for maintenance of existing services from 2011 onwards. Over the 10 years from 2011/12 we have a deficit of funds for existing services in excess of \$120 million. If we include estimates of the funds necessary to repair the full backlog of asset maintenance the deficit is more in the order of \$150 million.

Within the *Waverley Together 2* suite of integrated plans, there is some built-in capacity and strategies to pursue new sources of funds to progressively fill current or emerging gaps in finance. Naturally, partnerships with other levels of government, business and the community will play a vital role in closing this gap either by releasing new sources of funds or reducing the cost of activities.

In addition to financial shortfalls within Council, there are also gaps in human resource capacity to meet the targets of the plan. Currently Council is unable to fund sufficient staff to meet service demands in some areas, including parks maintenance, street cleaning, regulatory services, communications, governance, records and information management, traffic management and internal audit. On top of this, however, new resource gaps are emerging. The gap in resources is also because the Integrated Planning and Reporting framework requires Council to plan for all the desired outcomes of the community, even if some of those outcomes are not the direct responsibility of Council as the primary delivery agency. Despite the fact that the legislation recognises councils are not responsible for delivery of all these outcomes, it is inevitable that it will lead to a rise in expectations.

In thinking about how to deal with this, Waverley Council has recognised that our first Workforce Plan, WP1, will need to assess the current skills of our workforce and plan accordingly to ensure the effective delivery of future services. This is not to say there is an intention to upskill a new type of workforce capable of delivering services other levels of government are responsible for delivering. WP1 will identify areas of skill development, efficiencies and organisational re-orientations. It is anticipated, as a minimum, organisational development will be needed in the areas of environmental partnership, business partnerships, and governance. We will need to further expand our capacity as a referral agency providing access to services by other levels of government, especially for the aged.



**‘This has showed that the Waverley community in the main supports ambitious targets, possibly even more ambitious than we have actually set.’**





## Delivering the plan

The community strategic plan sets:

- **Directions** for community priorities,
- **Strategies** to steer us in these directions,
- **Targets** for how far we wish to travel in a direction, and
- **Indicators** of interim progress or success.

In accordance with the new legislation, a four-year Delivery Program and a one-year Operational Plan are under development to show the key actions that will be undertaken to maximise progress towards the directions. The Delivery Program and Operational Plan will be in place by June 2010.

## Monitoring the plan

The community indicators and targets of this plan are variously within and beyond Council's sphere of control. Some are more ambitious than others and some are more tangible or hard-edged than indicative. All have been set at the level implied by the community as the acceptable minimum. Taken together, we believe they will give a clear picture of just how well we are travelling towards quadruple bottom line sustainability.

The targets that seem to be the toughest, possibly because they are the most tangible, are those set for a sustainable environment. Significant consultation has occurred in relation to these targets. This showed the Waverley community in the main supports ambitious targets, possibly even more ambitious than we have actually set. The agreed targets have been set at the level Council feels, based on current scientific opinion, is the minimum necessary to avoid environmental loss. Major research has been undertaken, before adopting them, to assess whether we have a hope of meeting them in the adopted time frame. Our initial advice is that these targets can be met, but it is clear we cannot meet them by acting as an isolated authority. We expect to have to re-shape ourselves as a council and we expect, indeed demand, from other levels of government, significant practical assistance in partnerships and funds.

Council will monitor and report on progress against the indicators and targets as required under legislation.

## Revising the plan

This plan will be revised within 12 months of a local council election; the next one is scheduled for September 2012.





**'We are confident that our strategies will be able to make a positive contribution towards the achievement of the majority of the targets set by the NSW State Government in the State Plan.'**

## Aligning the plan with plans by others

Another requirement of the new legislation is that the community strategic plan must be integrated with the plans of other levels of government. In particular it 'must have due regard to the *State Plan* and other relevant state and regional plans'.

*Waverley Together 2* is closely aligned with the revised *State Plan* published in 2009. Many of the goals and priorities set out in the *State Plan* are the priorities of the Waverley community. We are confident therefore our strategies will be able to make a positive contribution towards the achievement of the majority of the targets set by the NSW State Government in the *State Plan*. A schedule showing which strategies in *Waverley Together 2* make the most effective contribution to the *State Plan* priorities is included later in this plan.

It should be noted some of the targets set by the State Government in the *State Plan* are not as specific or ambitious as the community consultation for *Waverley Together 2* has led Council to believe our own targets should be. This is the case particularly for environmental targets, where *Waverley Together 2* sets targets which exceed those indicated by the State and Federal Governments. At the time of writing, the Federal Government is involved in major discussions on targets for environmental outcomes in the international community. Council will ensure that its strategies are continually fine-tuned to maximise the productive effect of its partnerships with other levels of government.

Implementation of *Waverley Together 2* will also give a boost to the State Government's plans for job creation and development in the Sydney region as promoted in the NSW Department of Planning's *City of Cities: A Plan for Sydney's Future*, otherwise known as the *Metropolitan Strategy*. Council has recently adopted a revised *Local Environmental Plan (LEP)* for Bondi Junction which, among other things, contributes significantly to the State Government's agenda for job creation and sustainable development. The *Bondi Junction LEP* has been formulated in accordance with the over-arching directions of *Waverley Together 2*. A further revision of the *Local Environmental Plan* for the whole of Waverley, the *Waverley Consolidating LEP* is underway at present, also in line with the directions set by *Waverley Together 2*.







## Integrating our plans

*In legislating the new Integrated Planning and Reporting Framework, the State has mandated this series of integrated plans:*



*This is how Waverley's integrated planning framework complies with this requirement:*





# Structure of the plan

There are many ways in which an organisation can structure its community strategic plan. At Waverley Council, we believe that the community's vision, which drives us towards a more sustainable future, should be at the centre of everything we do. This is made clear in the framework of the plan, which has the vision at its heart.

As noted above, we have structured the second version of the *Waverley Together Strategic Plan* according to the 'quadruple bottom line'. The plan therefore has four chapters or 'quadrants' which we call:



The plan is organised to show each quadrant's:

**DIRECTIONS**

*The specific directions we intend to head in*

**STRATEGIES**

*Strategies for moving in these directions*

**TARGETS**

*The targets for how far we want to go in any direction*

**INDICATORS**

*Indicators to monitor progress along the way*

As the Council is short of resources, we want to ensure that we don't squander effort. We want to deliver on all strategies, but we also recognise the benefits of focussing on the activities that will make the most difference to our chances of achieving sustainability. Accordingly, we have included a section in the plan showing the top 12 Focus Areas. This section shows:

- the reasoning behind selection of each of the top 12 Focus Areas, and
- the groups of key activities which, assembled together, should give us the maximum chance of meeting the targets.



**'We want to deliver on all strategies but we also recognise the benefits of focussing on the activities that will make the most difference to our chances of achieving sustainability.'**





Occasionally the separations between the QBL quadrants can be a little arbitrary. Our framework for the Strategic Plan is thus presented as a circle, with issues which are closely connected, such as greenhouse gas emissions and public transport, sitting relatively close to each other, albeit in different quadrants.

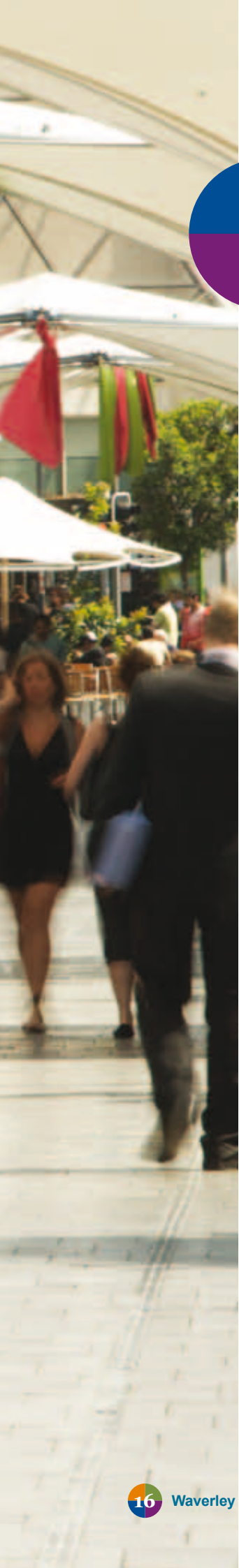
The diagram above shows how our directions connect to the four quadrants in this document. Each direction is summarised in a short phrase, which is then connected to the detail in the body of this document. So, for example, if you wanted to know more about our directions for arts and culture, you would look up the 'C6' direction and related strategies in the Sustainable Community chapter.

The entire purpose of a strategic plan is to make a positive difference to the medium to long term future of an area. Council has an important leadership role to play in developing and implementing this plan. As already noted, Council cannot realise this plan alone. Residents, businesses, visitors, community groups and other government organisations all have important roles to play in making Waverley what we want it to be.

To check that the plan will help us be what we want to be, a reconciliation of the directions and the vision has been included. This shows which directions contribute to each element of the vision. We're confident the directions and strategies will give us the maximum chance of achieving the vision.

It is important to note the targets and indicators in this plan are not the only ones by which progress in Waverley will be measured. Many of Council's other plans contain targets, indicators and measures which show whether we are making a difference through a range of more detailed actions. These plans are listed at the end of this document.





## QUADRANT 1

# Sustainable Community

This quadrant refers to those plans, policies and initiatives that contribute to the development of our community capacity, including our cultural vitality and indigenous and post colonial heritage, our sense of community and connection, as well as a safe, healthy and harmonious living environment. It represents the 'social' component of the quadruple bottom line.

### Directions

- C1** Waverley's cultural heritage and diversity is recognised, protected and respected.

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- C2** The community is welcoming and inclusive and people feel they are connected and belong.

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- C3** Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.

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- C4** Community support services continue to be targeted to and accessible by those who need them most, including children and young people, older people and people with a disability.

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- C5** People feel safe in all parts of Waverley.

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- C6** Arts and cultural activities foster an involved community and a creative environment.

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- C7** Health and quality of life are improved through a range of recreation and leisure opportunities.

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## Strategies

### **C1 Waverley's cultural heritage and diversity is recognised, protected and respected.**

NO.	STRATEGY	KEY PARTNERS
C1a	Support programs that celebrate and strengthen our multiculturalism and Indigenous culture and cultivate a sense of community appreciation of our cultural heritage and diversity.	ERLGATSI, Community Relations Commission

### **C2 The community is welcoming and inclusive and people feel they are connected and belong.**

NO.	STRATEGY	KEY PARTNERS
C2a	Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness.	Community Relations Commission, local community groups
C2b	Encourage and foster community pride through volunteering initiatives such as the 'Civic Pride' program.	

### **C3 Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.**

NO.	STRATEGY	KEY PARTNERS
C3a	Promote a mix of housing types in new developments, including housing that is affordable and accessible.	DoH, DoP Bridge Housing
C3b	Ensure Council's own portfolio of housing is affordable and accessible.	
C3c	Investigate and pursue housing initiatives through joint venture and other forms of partnership opportunities.	



**C4 Community support services continue to be targeted to and accessible by those who need them most, including children and young people, older people and people with a disability.**

NO.	STRATEGY	KEY PARTNERS
C4a	Continue to resource family support services, affordable childcare and programs for young people, older people and people with a disability.	DADHC, DoCS, NSW Health, local community groups, SSROC
C4b	Provide support to community organisations to improve their ability to plan and deliver services to the community.	
C4c	Analyse and interpret emerging social trends, contemporary research and government initiatives to inform the services provided by Council and its partner agencies.	

**C5 People feel safe in all parts of Waverley.**

NO.	STRATEGY	KEY PARTNERS
C5a	Maintain safety in public areas such as malls, parks and beaches and target safety and crime prevention in specific areas to address alcohol related issues and support vulnerable groups.	NSW Police, NSW State Emergency Service, Bondi and District Chamber of Commerce, Eastern Suburbs Liquor Accord
C5b	Continue to strengthen community safety and crime prevention partnerships with police, licensees, businesses, youth organisations, schools, regulatory and emergency services and other agencies.	
C5c	Maintain a high level of beach safety at Bondi, Bronte and Tamarama.	Surf Life Saving NSW
C5d	Assist in the maintenance of public health in Waverley.	NSW Health, DECCW, DoP, NSW Fire Brigade





**C6 Arts and cultural activities foster an involved community and a creative environment.**

NO.	STRATEGY	KEY PARTNERS
C6a	Enrich the cultural life of the community by providing and supporting a variety of cultural events and activities for residents and visitors.	Arts NSW, Australia Council, resident theatre company, local community groups
C6b	Encourage art in public places and public art in private developments.	
C6c	Create opportunities in the creative sector to retain local artists and cultural providers in Waverley.	

**C7 Health and quality of life are improved through a range of recreation and leisure opportunities.**

NO.	STRATEGY	KEY PARTNERS
C7a	Improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts.	Local sporting clubs and associations, NSW Sport and Recreation
C7b	Determine and prioritise future recreation and leisure needs based on regional as well as local facilities.	
C7c	Provide a broad range of facilities and activities to improve the physical and mental health of the community.	





## QUADRANT 2

# Sustainable Living

This quadrant refers to those plans, policies and initiatives that support the liveability and economic viability of the Waverley area. It covers everything from place management strategies to improve the look and feel of villages and town centres and promote economic development, through to planning for the best built form and better transport, parking and access. It represents the 'economic' component of the quadruple bottom line.

### Directions

- L1** Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.
- L2** Visitors and tourists are welcomed and make a positive contribution to the community and economy.
- L3** Waverley's public places and spaces look and feel good.
- L4** The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated.
- L5** Buildings are well designed, safe and accessible and the new is balanced with the old.
- L6** Roads and intersections are safer and less congested.
- L7** People frequently walk and ride their bikes, particularly for local trips.
- L8** People frequently use public transport, particularly for trips to work.
- L9** Parking, both on-street and off-street, is equitably accessed and effectively managed.





## Strategies

### **L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.**

NO.	STRATEGY	KEY PARTNERS
L1a	Reinforce Bondi Junction's role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities.	DoP, Bondi and District Chamber of Commerce, NSW Tourism
L1b	Encourage and support a diverse mix of shops and services at Bondi Beach to achieve an appropriate balance that meets the needs of residents and visitors and manage seasonal impacts (positive and negative).	
L1c	Support the creation of jobs and business opportunities in Waverley's commercial areas including its villages and neighbourhood centres.	

### **L2 Visitors and tourists are welcomed and make a positive contribution to the community and economy.**

NO.	STRATEGY	KEY PARTNERS
L2a	Develop and implement tourism initiatives to benefit the local economy and community.	NSW Tourism
L2b	Minimise the negative impacts of visitor related activities.	

### **L3 Waverley's public places and spaces look and feel good.**

NO.	STRATEGY	KEY PARTNERS
L3a	Ensure that public places are clean and well maintained throughout the year.	





**L4 The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated.**

NO.	STRATEGY	KEY PARTNERS
L4a	Use planning and heritage policies and controls to protect and improve the unique built environment.	DoP
L4b	Maintain a distinct sense of identity for individual village centres.	

**L5 Buildings are well designed, safe and accessible and the new is balanced with the old.**

NO.	STRATEGY	KEY PARTNERS
L5a	Ensure planning controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected.	DoP
L5b	Protect and maintain heritage significant buildings while ensuring they are fit for use.	
L5c	Consider the use of planning controls and agreements to provide improvements to built infrastructure.	

**L6 Roads and intersections are safer and less congested.**

NO.	STRATEGY	KEY PARTNERS
L6a	Reduce vehicle and pedestrian accidents by improving road and traffic safety measures.	RTA
L6b	Stabilise or reduce private passenger vehicle numbers or trips.	

**L7 People frequently walk and ride their bikes, particularly for local trips.**

NO.	STRATEGY	KEY PARTNERS
L7a	Create safe and accessible pedestrian and cycle links into, out of and within Waverley.	RTA





**L8 People frequently use public transport, particularly for trips to work.**

NO.	STRATEGY	KEY PARTNERS
L8a	Improve access to public transport into, out of, and within Waverley.	STA, SRA, DoT
L8b	Ensure bus stops and train stations are accessible for all users.	

**L9 Parking, both on-street and off-street, is equitably accessed and effectively managed.**

NO.	STRATEGY	KEY PARTNERS
L9a	Ensure fair access to parking services through regular review of parking demand, fee structures, enforcement and facilities.	
L9b	Increase the community's knowledge and awareness of safe parking practices.	





## QUADRANT 3

# *Sustainable Environment*

This quadrant refers to those plans, policies and initiatives that improve environmental sustainability. For example, strategies which seek to promote recycling and reuse in the community, maintain and enhance wildlife corridors, and encourage water and energy saving by the community. It represents the 'environment' component of the quadruple bottom line.

### Directions

- E1** Waverley's community contributes to the reduction of greenhouse gas emissions.

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- E2** Waverley and its community is well prepared for the impacts of climate change

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- E3** Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles.

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- E4** Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations.

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- E5** The waterways and beaches are clean and free of pollutants.

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- E6** A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology.

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- E7** Our coastal waters provide a habitat for a thriving marine ecology.

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- E8** Waverley is an environmentally educated and committed community.

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## Strategies

### E1 Waverley's community contributes to the reduction of greenhouse gas emissions.

NO.	STRATEGY	KEY PARTNERS
E1a	Encourage and support people to change their transport behaviour and minimise their reliance on cars.	DECCW, STA, RTA, DoP, MoT
E1b	Ensure all new and existing building stock minimise energy use.	Energy Australia
E1c	Minimise energy use in Council operations.	
E1d	Investigate and implement alternative energy technologies, such as solar power and cogeneration.	
E1e	Encourage and support businesses, residents and schools to minimise their electricity use and minimise their reliance on coal powered electricity.	Energy Australia, DECCW

### E2 Waverley and its community is well prepared for the impacts of climate change

NO.	STRATEGY	KEY PARTNERS
E2a	Identify and investigate the potential future impacts of climate change on our LGA.	SCCG
E2b	Ensure Council and the community are aware of potential climate change impacts.	

### E3 Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles.

NO.	STRATEGY	KEY PARTNERS
E3a	Improve waste avoidance and recycling practices in Council operations, homes, businesses, development sites and public places.	DECCW, SSROC
E3b	Investigate and implement new technologies to stop waste from ending up as landfill.	





**E4 Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations.**

NO.	STRATEGY	KEY PARTNERS
E4a	Ensure all new and existing building stock minimise water use.	Sydney Water
E4b	Minimise water use in Council operations and facilities.	
E4c	Improve the capture and reuse of alternative water sources (greywater, stormwater, blackwater, groundwater) in Council operations, development sites, homes, businesses and public places.	Sydney Water
E4d	Encourage and support businesses, schools and residents to minimise water consumption and reduce reliance on potable water supplies.	

**E5 The waterways and beaches are clean and free of pollutants.**

NO.	STRATEGY	KEY PARTNERS
E5a	Maintain stormwater system to minimise pollutant loads through maintenance, education and enforcement.	Sydney Water
E5b	Improve the quality of water entering receiving waters.	Sydney Water, DECCW, Local schools

**E6 A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology.**

NO.	STRATEGY	KEY PARTNERS
E6a	Increase quantity and quality of habitat cover, and particularly the planting of native species, in public spaces and private properties to create a network of wildlife corridors throughout Waverley and into neighbouring areas.	DECCW, Centennial Park Trust
E6b	Increase local populations of native flora and fauna.	





**E7 Our coastal waters provide a habitat for a thriving marine ecology.**

NO.	STRATEGY	KEY PARTNERS
E7a	Protect local marine biodiversity through education and enforcement.	DECCW , Marine Discovery Centre

**E8 Waverley is an environmentally educated and committed community.**

NO.	STRATEGY	KEY PARTNERS
E8a	Encourage and support community involvement in our environmental program.	
E8b	Conduct workshops and events and provide opportunities that encourage positive environmental behaviour change.	





## QUADRANT 4

# Sustainable Governance

This quadrant refers to practices, policies and procedures that aid in the efficiency, transparency and accountability of Council operations. They ensure we're governed well – codes of conduct for staff and councillors, financial, asset and information management, risk and safety, organisational development, procurement policies, customer service charters and standards, community engagement and integrated planning. It represents the 'governance' component of the quadruple bottom line.

### Directions

- G1** Council's decision making processes are open, transparent, corruption resistant and based on sound integrated planning.
- G2** Our community is consulted about Council decisions and informed about Council services and activities.
- G3** Services to customers are provided in a professional, friendly and timely manner
- G4** Council's operations are efficient, effective and provide value for money.
- G5** Council is a financially sustainable organisation.
- G6** Council assets are well maintained for their current purpose and for future generations.
- G7** Council maintains sound safety and risk management practices to protect the community and our employees.
- G8** Council manages information and knowledge in an integrated and accessible way.
- G9** Council is an attractive, performance-focused employer, governed by great leadership and supported by a committed and adaptable workforce.





## Strategies

### **G1 Council's decision making processes are open, transparent, corruption resistant and based on sound integrated planning.**

NO.	STRATEGY	KEY PARTNERS
G1a	Develop and maintain a framework of plans and policies that ensures open and transparent Council operations.	DLG, ICAC, NSW Ombudsman's Office
G1b	Embed corruption prevention practices in Council operations.	

### **G2 Our community is consulted about Council decisions and informed about Council services and activities.**

NO.	STRATEGY	KEY PARTNERS
G2a	Ensure that Council's strategic direction is inclusive and reflects the views of the community.	DLG, Precinct Committees, Local community groups
G2b	Provide opportunities in a variety of forums for all stakeholders to contribute to Council's decision making.	
G2c	Ensure that all Council communications are targeted, accessible and clearly branded.	

### **G3 Services to customers are provided in a professional, friendly and timely manner**

NO.	STRATEGY	KEY PARTNERS
G3	Ensure all staff are aware of, and trained in, the systems and procedures that support customer service.	
G3b	Monitor and report regularly against the service standards set for customer service.	



**G4 Council's operations are efficient, effective and provide value for money.**

NO.	STRATEGY	KEY PARTNERS
G4a	Regularly review Council services and ensure they are responsive to customer needs.	
G4b	Provide a range of efficient and effective corporate support services.	
G4c	Pursue and participate in regional resource sharing initiatives which provide community benefits.	

**G5 Council is a financially sustainable organisation.**

NO.	STRATEGY	KEY PARTNERS
G5a	Provide financial services for the Council in an accurate, timely, open and honest manner.	Council Auditor, Financial and Investment Advisors
G5b	Undertake long term financial planning.	
G5c	Establish and maintain commercial business operations that contribute to Council's financial sustainability.	

**G6 Council assets are well maintained for their current purpose and for future generations.**

NO.	STRATEGY	KEY PARTNERS
G6a	Regularly revise Council's Strategic Asset Management Plans and integrate with financial planning processes.	
G6b	Implement adopted Asset Management Plans.	
G6c	Implement the adopted Asset Management Continuous Improvement Plan.	

**G7 Council maintains sound safety and risk management practices to protect the community and our employees.**

NO.	STRATEGY	KEY PARTNERS
G7a	Provide a safer environment by implementing specific risk management practices.	
G7b	Maintain a safe workplace.	





**G8 Council manages information and knowledge in an integrated and accessible way.**

NO.	STRATEGY	KEY PARTNERS
G8a	Improve the management of, and access to, information across Council.	
G8b	Provide statutory, financial and management information and reporting on time and with a high degree of accuracy.	Council's Auditor, DLG, ATO, LGMA

**G9 Council is an attractive, performance-focused employer, governed by great leadership and supported by a committed and adaptable workforce.**

NO.	STRATEGY	KEY PARTNERS
G9a	Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community's vision.	
G9b	Create a positive organisational culture that builds skills in alignment with Council's Mission and Values.	





**‘Substantial research has been done on desired service levels and targets. Council is confident the chosen targets and indicators of life quality will deliver a more sustainable life that approaches the vision we have articulated.’**



# Targets and indicators

## for achieving QBL sustainability

With any strategic plan, we need to know just how far we want to travel in the directions we've set. We need to have our eye firmly on where the goal line is.

Sometimes the goal line can be expressed in very tangible targets for physical outcomes. At other times, especially if we're trying to measure social wellbeing, it's not so easy to define a 'hard edged' objective target. We need to rely on somewhat more subjective or qualitative impressions, and the consensus about those, to get an 'indication' of progress rather than an objective quantifiable measure of it.

This plan aims to measure progress toward the quadruple bottom line. So we have chosen deliberately to rely on a mixture of objective targets for physical outcomes and more subjective indicators of improving quality of life as provided to us in responses to community surveys. Taken together these should give a reliable holistic picture of wellbeing for ourselves and the environment we live in as interdependent things.

The targets and indicators in this plan have been set at least at the minimum level considered necessary by Council to achieve quadruple bottom line sustainability. Some targets seem ambitious in terms of our ability to achieve them, others less so. We've been careful to reserve ambitious targets for directions where they're really needed, where failure would cause a substantial movement away from sustainability. It's not the intention to surpass targets or to do everything to the 'nth degree'. Resources won't permit that and we don't wish to lower productivity by delivering some things beyond desired service levels as this will detract from time and resources to concentrate on other things.

Substantial research has been done on desired service levels and targets. Council is confident the chosen targets and indicators of life quality will deliver a more sustainable life that approaches the vision we have articulated.





# Targets and indicators for achieving a *Sustainable Community*

Targets & indicators of successful performance	In the direction of...	Baseline data
The proportion of residents who agree there is a sense of community in Waverley is steady or increasing	C1, C2	In 2009, 61% of residents agreed that living in Waverley gives you a sense of living in a community. <i>SOURCE Council's Community Survey (Q6 Recreation, community interaction and childcare)</i>
The proportion of residents who volunteer to help in the community is increasing	C2	In 2006, the proportion of Waverley residents who undertook voluntary work was 15.3%, as compared to 14.8% across Sydney. <i>SOURCE Australian Bureau of Statistics</i>
The proportion of residents experiencing housing stress is not increasing	C3	In 2006, 70% of all low and moderate income households in the private rental market in Waverley were in housing stress. <i>SOURCE Department of Housing</i>
The number of units of social and affordable housing in Council's portfolio is maintained	C3	In 2007/08, Waverley Council provided 77 units of social and affordable housing. <i>SOURCE Council's Annual Report 2007/08</i>
The level of disadvantage in our area is not significantly increasing	C3, C4	The Index of Socio-Economic Disadvantage is derived from a variety of measures such as income, education and unemployment levels. While a council's ranking on the Index often varies a little from year to year, significant changes in ranking indicate significant changes in levels of disadvantage.  In 2006, Waverley's Index of Socio-Economic Disadvantage was 1082, which saw it ranked 29th most disadvantaged out of 43 councils in Sydney. In comparison, Ku-ring-gai had the lowest level of disadvantage at 1143, while Fairfield had the highest level of disadvantage at 876. The councils closest in ranking to Waverley were Leichhardt, Sutherland and Warringah. <i>SOURCE Australian Bureau of Statistics</i>
Satisfaction with Council's community facilities and services for a range of people is increasing	C4	* In 2009, there was: <ul style="list-style-type: none"> <li>■ 41% satisfaction rating for facilities and services for people with disabilities</li> <li>■ 38% satisfaction rating for facilities and services for older people</li> <li>■ 45% satisfaction rating for facilities and services for children (to 11 years)</li> <li>■ 32% satisfaction rating for facilities and services for young people (12-24 years)</li> </ul> (Note that there were high "neutral" scores for these indicators.) <i>SOURCE Council's Community Survey 2009 (Q4b Community services)</i>
Referrals by Council to services by other agencies.	C4	Baseline data will be established, using face to face and telephone referral data and also number of visits to Community Information Directory on Council's website. <i>SOURCE Council's ServiceDesk system and website</i>





Targets & indicators of successful performance	In the direction of...	Baseline data
The proportion of residents who think childcare services are adequate is steady or increasing	C4	<p>* In 2009, 34% of residents agreed childcare services are adequate. (Note that there was a high “neutral” score for this indicator.)</p> <p><small>SOURCE Council's Community Survey (Q6 Recreation, community interaction and childcare)</small></p>
The proportion of residents who think there is a good range of community groups and support networks is steady or increasing	C4	<p>* In 2009, 49% of residents agreed there is a good range of community groups and support networks for residents. (Note that there was a high “neutral” score for this indicator.)</p> <p><small>SOURCE Council's Community Survey (Q6 Recreation, community interaction and childcare)</small></p>
The proportion of people who feel safe in our community is steady or increasing	C5	<p>In 2009, 95% of residents felt safe in Waverley during the day, while 66% felt safe in Waverley during the night.</p> <p><small>SOURCE Council's Community Survey (Q6 Public spaces and safety)</small></p>
Satisfaction with Council's arts, entertainment and cultural events and facilities is increasing	C6	<p>In 2009, there was:</p> <ul style="list-style-type: none"> <li>■ 41% satisfaction rating for arts, entertainment and cultural events</li> <li>■ 37% satisfaction rating for arts, entertainment and cultural facilities.</li> </ul> <p><small>SOURCE Council's Community Survey (Q4b Community services)</small></p>
The proportion of residents who agree there is a good range of leisure and recreation opportunities is steady or increasing	C7	<p>In 2009, 55% of residents thought there is a good range of leisure and recreation opportunities.</p> <p><small>SOURCE Council's Community Survey (Q6 Recreation, community interaction and childcare)</small></p>
The proportion of residents who agree that sporting facilities in the area meet their needs is steady or increasing	C7	<p>In 2009, 59% of residents thought sporting facilities in the area met their needs.</p> <p><small>SOURCE Council's Community Survey (Q6 Recreation, community interaction and childcare)</small></p>
Satisfaction with sporting and recreation facilities, and parks and playgrounds is increasing	C7	<p>In 2009, there was:</p> <ul style="list-style-type: none"> <li>■ 46% satisfaction rating for sporting and recreation facilities</li> <li>■ 40% satisfaction rating for parks and playgrounds suitable for children up to 5 years old</li> <li>■ 34% satisfaction rating for parks and playgrounds suitable for children 6 to 11 years old.</li> </ul> <p><small>SOURCE Council's Community Survey (Q4b Community services)</small></p>

\* These ratings have been adjusted to exclude a high “not applicable”/“don't know” result. Accordingly, these ratings are based on those residents *who have some direct awareness/knowledge/experience of the service*, which makes the rating a more appropriate reflection of resident opinion.





# Targets and indicators for achieving *Sustainable Living*

Targets & indicators of successful performance	In the direction of...	Baseline data
The level of unemployment in our area remains low	L1	<p>In 2006, 3.5% of people over 15 years of age in Waverley were unemployed, as compared to 5.3% across Sydney. In 2001 the relevant figures were 5.0% in Waverley and 6.1% in Sydney as a whole.</p> <p><small>SOURCE Australian Bureau of Statistics</small></p>
The level of business activity in each of our commercial centres and villages is minimum 85%.	L1, L2	<p>In June 2009, the occupancy rate for the following commercial centres, villages and neighbourhood centres was:</p> <ul style="list-style-type: none"> <li>■ 90% Bondi Junction Commercial Centre</li> <li>■ 91% Bondi Beach Commercial Centre</li> <li>■ 93% Hall Street Town Centre</li> <li>■ 90% Gould St</li> <li>■ 89% Campbell Parade</li> <li>■ 97% Charing Cross Village</li> <li>■ 89% Bondi Road Village</li> <li>■ 100% North Bondi Neighbourhood Centre</li> <li>■ 96% Rose Bay Small Villages – North and South</li> </ul> <p><small>SOURCE Council's Business Activity Reports</small></p>
Satisfaction with the look of public places is steady or increasing	L3	<p>In 2009, there were satisfaction ratings of:</p> <ul style="list-style-type: none"> <li>■ 66% for maintenance and control of beaches and beach facilities</li> <li>■ 41% for maintenance of the streetscapes</li> <li>■ 47% for greening and tree maintenance</li> <li>■ 46% for kerb, gutter and street cleaning</li> <li>■ 62% for cleanliness of parks</li> </ul> <p><small>SOURCE Council's Community Survey (Q4b Maintenance and Waste services and the environment)</small></p>
Satisfaction with the removal of dumped rubbish is increasing	L3	<p>In 2009, 35% of residents were satisfied with the removal of dumped rubbish from roadside areas.</p> <p><small>SOURCE Council's Community Survey (Q4b Waste services and the environment)</small></p>
<p>The proportion of residents who think that litter is adequately controlled is steady or increasing</p> <p>The proportion of residents who think that graffiti is adequately controlled is increasing</p>	L3	<p>In 2009:</p> <ul style="list-style-type: none"> <li>■ 56% of residents thought that litter was adequately controlled</li> <li>■ 43% of residents thought that graffiti was adequately controlled</li> </ul> <p><small>SOURCE Council's Community Survey (Q6 Public spaces and safety and The natural environment)</small></p>





Targets & indicators of successful performance	In the direction of...	Baseline data
Satisfaction with Council's building development planning and controls is increasing	L4, L5	<p>In 2009, there was:</p> <ul style="list-style-type: none"> <li>■ 26% satisfaction rating with Council's control of building activity</li> <li>■ 24% satisfaction rating with Council's planning for residential development</li> <li>■ 37% satisfaction rating with Council's planning for shopping areas.</li> </ul> <p><small>SOURCE Council's Community Survey (Q4b Planning and development)</small></p>
The numbers of vehicle accidents and pedestrian accidents per annum is equal to or less than the number in 2005.	L6, C5	<p>In 2005 there were 252 vehicle accidents in Waverley. In 2005 there were 24 pedestrian accidents in Waverley.</p> <p><small>SOURCE RTA</small></p>
Satisfaction with local traffic management is increasing	L6	<p>In 2009, there was a 28% satisfaction rating with local traffic management.</p> <p><small>SOURCE Council's Community Survey (Q4b Roads and transport)</small></p>
<p>The number of private passenger vehicles (cars) registered in Waverley is stabilised by 2020 at 2007 levels.</p> <p>4-wheel drive vehicles registered in Waverley declines by 5% by 2020 based on 2007 numbers.</p>	L6	<p>In 2007 there were 22,327 passenger vehicles (cars) and 4,943 4-wheel drive vehicles registered in Waverley.</p> <p><small>SOURCE RTA</small></p>
<p>Proportion of residents who view Waverley as a safe area for pedestrians is steady or increasing</p> <p>Proportion of residents who views Waverley as a safe area for cyclists is increasing</p>	L7	<p>In 2009:</p> <ul style="list-style-type: none"> <li>■ 65% of residents thought that Waverley was a safe area for pedestrians</li> <li>■ 27% of residents thought that Waverley was a safe area for cyclists</li> </ul> <p><small>SOURCE Council's Community Survey (Q6 Roads and transport)</small></p>
Proportion of residents who think that public transport is adequate for their needs is increasing	L8	<p>In 2009, 67% of residents thought that public transport was adequate for their needs.</p> <p><small>SOURCE Council's Community Survey (Q6 Roads and transport)</small></p>
Satisfaction with on-street parking management is steady or increasing	L9	<p>In 2009, 19% of residents were satisfied with on-street parking management.</p> <p><small>SOURCE Council's Community Survey (Q4b Roads and transport)</small></p>





# Targets and indicators for achieving a *Sustainable Environment*

Targets & indicators of successful performance	In the direction of...	Baseline data
<p>30% reduction of greenhouse gas emissions by 2020 based on 2003/04 levels</p> <p>70% reduction of greenhouse gas emissions by 2050 based on 2003/04 levels</p>	E1, E2	<p>In 2003/04, the Waverley community emitted some 495,000 tonnes of CO<sub>2</sub>, which equates to about eight tonnes per person. By 2007/08, this figure had increased to 564,000 in total, or about nine tonnes per person.</p> <p>The targeted net emissions level for 2020 is 346,500 tonnes of CO<sub>2</sub>, which equates to a 30% reduction on 2003/04 levels but a 38.6% reduction on 2007/08 levels.</p> <p><small>SOURCE EAP2 and Kinesis CCAP Community Tool for Waverley Greenhouse Gas Emissions Modelling, October 2009</small></p>
30% reduction in Council's greenhouse gas emissions by 2020 based on 2003/04 levels	E1, E2	<p>Council's greenhouse gas emissions equate to approximately 1% of total emissions generated in Waverley. Nevertheless it is desirable to ensure Council's emissions are reduced at least proportionally to reductions required in community emissions.</p> <p>In 2003/04, operations by Waverley Council resulted in emissions of some 8,433 tonnes of CO<sub>2</sub> equivalent. However, by 2007 this had decreased to 7,732 tonnes of CO<sub>2</sub> equivalent, which is a decline of approximately 8.4% per year.</p> <p>The targeted net emissions level from Council operations by 2020 is 5,910 tonnes of CO<sub>2</sub>, which equates to a 30% reduction on 2003/04 levels but only a 23.5% reduction on 2007/08 levels.</p> <p><small>SOURCE EAP2 and Kinesis CCAP Council Tool for Waverley Council Greenhouse Gas Emissions Modelling, September 2009</small></p>
30% of electricity used in the LGA comes from renewable sources by 2020	E1, E2	<p>In 2007, the proportion of greenpower purchased by the Waverley community was 1%.</p> <p><small>SOURCE Kinesis CCAP Community Tool for Waverley Greenhouse Gas Emissions Modelling.</small></p>
<p>Average kilometres travelled by Waverley residents per day by private car declines by 15% by 2020 based on kilometres travelled in 2006.</p> <p>40% of the total daily distance travelled by residents is by public transport, walking or cycling.</p>	E1, E2	<p>In 2006, the average Waverley resident drove 11 kilometres per day. A 15% reduction on this by 2020 would mean that, on average, Waverley residents should drive no more than 9.35 kilometres per day.</p> <p>In 2006, 25% of the total daily distance travelled by residents of Waverley was by public transport, walking or cycling. By 2020 this proportion should be 40%.</p> <p><small>SOURCE Australian Bureau of Statistics and Transport Data Centre</small></p>
No net increase in overall waste generation by 2020 based on 2003/04 levels	E3	<p>In 2003/04 the total amount of domestic waste generated in the LGA (including garbage, recycling and green waste) was 27,742 tonnes. The total amount of commercial waste was 5,183 tonnes.</p> <p><small>SOURCE Waverley Council Monthly Waste Statistics, June 2008</small></p>





Targets & indicators of successful performance	In the direction of...	Baseline data
75% of the LGA's domestic and commercial waste diverted from landfill by 2020.	E3	As a current indicator of progress, in 2007/08, the diversion rate for domestic waste was 51.2%. The diversion rate for commercial waste was 43.7%. <i>SOURCE Waverley Council Monthly Waste Statistics, June 2008</i>
Zero increase in the LGA's mains water consumption by 2020 based on 2005/06 levels	E4	In 2005/06, mains water consumption within Waverley was 6,208,915 kilolitres. <i>SOURCE EAP2</i>
50% reduction in Council's mains water consumption by 2020 based on 2005/06 levels	E4	Council's mains water consumption equates to approximately 2% of the total mains water consumption in the LGA. In 2005/06, Council used some 76,579 kilolitres of mains water in its operations. <i>SOURCE EAP2</i>
No more than 10% mains water consumption by Council for non-potable uses by 2050	E4	The volume of water currently used by Council for non-potable activities of toilet flushing, irrigation and street cleaning is yet to be confirmed. Monitoring of non-potable water use will be ongoing. Nevertheless the aim is that whatever the non-potable usage is by 2050, no more than 10% of it will come from the mains water supply. <i>SOURCE EAP2</i>
More than 345 clean beach days per annum (>95%) based on DECCW Beachwatch Water Quality Results	E5	In 2008 Waverley beaches experienced 347 clean beach days. <i>SOURCE DECCW Beachwatch Water Quality Results 2008.</i>
The proportion of residents who rate the water quality in beaches and waterways as clean is steady or increasing	E5	In 2009, 76% of residents thought the water was clean in beaches and waterways. <i>SOURCE Council's Community Survey (Q6 The natural environment)</i>
The connectivity of wildlife habitat corridors increased by 2020 based on 2009/10 levels, measured as square metres of coverage.	E6	The baseline square metre coverage and target % increase for coverage are to be confirmed by the Australian Museum / Sydney Bush Regeneration Company's Waverley Wildlife Habitat Corridor Study to be completed by April 2010. <i>SOURCE Australian Museum and Sydney Bush Regeneration Company, Waverley Wildlife Habitat Corridor Study 2010</i>
No localised flora and fauna extinctions based on 2009/10 levels	E6	The baseline flora and fauna species numbers are to be confirmed by the Australian Museum / Sydney Bush Regeneration Company's Waverley Flora and Fauna Study to be completed by April 2010. <i>SOURCE Australian Museum and Sydney Bush Regeneration Company, Waverley Flora and Fauna Study 2010</i>



Targets & indicators of successful performance	In the direction of...	Baseline data
Continually improve the quality and ensure no loss of native vegetation based on 2009/10 levels	E6	<p>The current square metre coverage of native vegetation is to be confirmed by the Australian Museum / Sydney Bush Regeneration Company's Waverley Flora and Fauna Study to be completed by April 2010.</p> <p><small>SOURCE Australian Museum and Sydney Bush Regeneration Company, Waverley Flora and Fauna Study 2010</small></p>
Reduce pests and weeds by 2020 based on 2009/10 levels	E6	<p>The baseline levels of pests and weeds species is to be confirmed by the Australian Museum / Sydney Bush Regeneration Company's Waverley Flora and Fauna Study to be completed by April 2010.</p> <p><small>SOURCE Australian Museum and Sydney Bush Regeneration Company, Waverley Flora and Fauna Study 2010</small></p>
No localised extinction of marine inter-tidal species based on 1999 levels	E7	<p>In 1999 the University of Sydney's Centre for Research on Ecological Impacts of Coastal Cities (CEICC) completed a marine inter-tidal survey of Waverley's rock platforms. 68 species were identified.</p> <p><small>SOURCE University of Sydney's Centre for Research on Ecological Impacts of Coastal Cities (CEICC) Marine Inter-tidal Survey 1999</small></p>
<p>Our community rates the environment as an important issue</p> <p>Satisfaction with Council's environmental management and education is increasing</p>	E8	<p>In 2009, 93% of residents rated environmental management and education provided by Council as critical, very or quite important.</p> <p>34% of residents were satisfied with Council's environmental management and education.</p> <p><small>SOURCE Council's Community Survey Q4a&amp;b Waste services and the environment)</small></p>





# Targets and indicators for

# Sustainable Governance



Targets & indicators of successful performance	In the direction of...	Baseline data
The proportion of residents who believe Council acts in an open and honest way is increasing	G1	<p>In 2009, 36% of residents believed Council acts in an open and honest way. A further 43% of residents either didn't know, or were uncertain, as to whether Council acts in an open and honest way.</p> <p><small>SOURCE Council's Community Survey (Q6 Council communication)</small></p>
The proportion of residents who believe they have the opportunity to have a say in what Council does is increasing	G2	<p>In 2009, 26% of residents were satisfied with community involvement in Council's decision making.</p> <p>Further, 32% of residents felt Council adequately considers community concerns and views in making decisions</p> <p><small>SOURCE Council's Community Survey (Q4b Community consultation) (Q6 Council communication)</small></p>
Satisfaction with being informed about Council activities is increasing	G2	<p>In 2009, 44% of residents were satisfied with Council informing them about its activities.</p> <p><small>SOURCE Council's Community Survey (Q4b Community consultation)</small></p>
Satisfaction with Council's customer service is steady or increasing	G3	<p>In 2009, of those residents who had contact with Council, 62% were satisfied with the overall handling of the contact.</p> <p>Further, 58% were satisfied with the response time.</p> <p><small>SOURCE Council's Community Survey (Q9 Contact with Council)</small></p>
The proportion of residents who believe Council's operations are efficient, effective and provide value for money is increasing	G4	<p>In 2009, 54% of residents agreed Council-provided facilities and services are good value for money.</p> <p><small>SOURCE Council's Community Survey (Q5)</small></p>
Council is declared financially sound annually	G5	<p>In 2008/09, Council was declared financially sound by independent auditors, Spencer Steer.</p> <p><small>SOURCE 2008/09 Annual Statements of Accounts</small></p>



Targets & indicators of successful performance	In the direction of...	Baseline data
<p>Council assets are capable of delivering the desired levels of service as measured by achieving the following asset condition ratings on an annual basis:</p> <p><b>In condition 1 or 2</b></p> <ul style="list-style-type: none"> <li>■ 79% of roads</li> <li>■ 80% of footpaths</li> <li>■ 73% of kerbs/gutters</li> <li>■ 100% of stairs</li> <li>■ 100% of fences &amp; bollards</li> <li>■ 100% bus shelters</li> <li>■ 100% bus seats</li> <li>■ 100% street seats</li> <li>■ In Parks <ul style="list-style-type: none"> <li>– 100% of fences &amp; bollards</li> <li>– 100% of footpaths</li> <li>– 100% of stairs</li> <li>– 100% of play equipment</li> <li>– 100% of signs</li> </ul> </li> <li>■ In Waverley Cemetery <ul style="list-style-type: none"> <li>– 100% of roads</li> <li>– 100% of gutters</li> <li>– 100% of paths</li> <li>– 100% of drains</li> <li>– 100% of fencing (internal)</li> <li>– 100% of fencing (external)</li> </ul> </li> </ul>	G6	<p>Council has consulted the community on the condition that assets should be maintained in to ensure services can be delivered at the level desired by the community. Condition ratings are defined as:</p> <p>Condition 1 – Good Condition</p> <p>Condition 2 – Minor Deterioration</p> <p>Condition 3 – Medium Deterioration</p> <p>Condition 4 – Major Deterioration</p> <p>Condition 5 – Unserviceable</p> <p>In 2009, Council assets achieved the following condition ratings:</p> <p><b>In condition 1 or 2</b></p> <ul style="list-style-type: none"> <li>■ 79% of roads</li> <li>■ 73% of footpaths</li> <li>■ 73% of kerbs/gutters</li> <li>■ 72% of stairs</li> <li>■ 72% of fences &amp; bollards</li> <li>■ 95% bus shelters</li> <li>■ 82% bus seats</li> <li>■ 83% street seats</li> <li>■ 80% of fences and bollards in parks</li> <li>■ 87% of footpaths in parks</li> <li>■ 85% of stairs in parks</li> <li>■ 61% of play equipment in parks</li> <li>■ 90% of signs in parks</li> <li>■ 2% of Waverley Cemetery roads</li> <li>■ 65% of Waverley Cemetery gutters</li> <li>■ 52% of Waverley Cemetery paths</li> <li>■ 57% of Waverley Cemetery drains</li> <li>■ 39% of Waverley Cemetery fencing (internal) &amp; 21% of fencing (external)</li> </ul> <p><small>SOURCE SAMP3</small></p>





Targets & indicators of successful performance	In the direction of...	Baseline data
<p>The remaining Council assets are capable of delivering the desired levels of service as measured by achieving the following asset condition ratings on an annual basis:</p> <p><b>In condition 1, 2 or 3</b></p> <ul style="list-style-type: none"> <li>■ 100% of buildings</li> <li>■ 100% of pools</li> <li>■ 100% of drains length</li> <li>■ 100% of retaining walls in streets</li> <li>■ 100% of seawalls</li> <li>■ 100% of street bins</li> <li>■ 100% of parking signs</li> <li>■ In Parks <ul style="list-style-type: none"> <li>– 100% of furniture</li> <li>– 100% lighting</li> <li>– 100% of retaining walls</li> <li>– 100% of irrigation</li> </ul> </li> <li>■ 94% of street trees</li> <li>■ In Waverley Cemetery <ul style="list-style-type: none"> <li>– 100% of retaining walls</li> </ul> </li> </ul>	G6	<p>For the remaining Council assets, in 2009, Council achieved the following condition ratings:</p> <p><b>In condition 1, 2 or 3</b></p> <ul style="list-style-type: none"> <li>■ 91% of buildings</li> <li>■ 100% of pools</li> <li>■ 88% of drains length</li> <li>■ 93% of retaining walls in streets</li> <li>■ 85% of seawalls</li> <li>■ 95% of street bins</li> <li>■ 90% of parking signs</li> <li>■ 95% of furniture in parks</li> <li>■ 95% of lighting in parks</li> <li>■ 85% of retaining walls in parks</li> <li>■ 97% of irrigation in parks</li> <li>■ 94% of street trees</li> <li>■ 90% of Waverley Cemetery retaining walls</li> </ul> <p><small>SOURCE SAMP3</small></p>
Satisfaction with maintenance of Council assets is increasing	G6	<p>In 2009, there was:</p> <ul style="list-style-type: none"> <li>■ 35% satisfaction rating with Council's maintenance of the road network</li> <li>■ 32% satisfaction rating with Council's maintenance of footpaths</li> <li>■ 60% satisfaction rating with Council's maintenance of parks.</li> </ul> <p><small>SOURCE Council's Community Survey (Q4b Roads and transport)</small></p>
Lost Time Injuries that occur in Council are reduced by 57% by 2020, based on 2005/06 levels.	G7	<p>In 2003/04, the number of Lost Time Injuries that occurred in Council as a result of a workplace injury was 61. By 2005/06, this figure had increased to 65. By 2020, if we continue with 'business as usual' Lost Time Injuries resulting from a workplace injury are projected to reach 99.</p> <p>The targeted Lost Time Injury number for 2020 is 28 Lost Time Injuries, which represents a reduction of 57%, based on 2005/06.</p> <p><small>SOURCE Council's Human Resources and Organisational Development Division</small></p>



Targets & indicators of successful performance	In the direction of...	Baseline data
75% of Council staff agree that the organisation is operating effectively within the Business Excellence Framework by 2013	G8, G9	<p>In 2008, 65% of staff either 'strongly agreed' or 'tended to agree' that Council is operating effectively within the seven categories of the Business Excellence Framework.</p> <p>Waverley Council has been using the Business Excellence model as the framework for our organisational development since 2002/03. The seven Business Excellence categories are part of the Malcolm Baldrige National Quality Award model, which is regarded as the most influential business model in the Western world. The Business Excellence categories are: Leadership; Planning Focus; Community and Customer Focus; Process Management; Measurement, Analysis and Knowledge Management; People Focus; and Business Results.</p> <p><small>SOURCE Council's Staff Survey 2008</small></p>



# Top 12 focus areas

Now that we've articulated our vision, our road map towards it, and just how far we wish to go in the next 12 years, it's important to make sure we maximise our chances of getting there.

Through our recent major Integrated Engagement Strategy, the people of Waverley gave Council a clear picture of what they value as important and the directions they wish to take. As the vision, directions and strategies in the previous chapters show, it is a very big picture containing a multitude of small and big demands for services, programs and outcomes, all of which have been rated by the community as important, very important or critical.

To maximise our chances of meeting the vision for Waverley, however, it will be important to make sure we are focussing most on the very important things and not dissipating our efforts by uncoordinated activity. To that end, we have distilled a list of the 12 most important focus areas and have selected and assembled key activities into 'areas of special effort' for each focus area. The idea is to ensure we direct our energies to increase our chances of meeting targets.



The top 12 focus areas have been selected based on the results of the Engagement Strategy. Not necessarily in any order, they are:

- 1 Protecting and enjoying our beaches and coastal open spaces
- 2 Staying connected as a community
- 3 Living with urban density
- 4 Welcoming visitors
- 5 Fostering our cultural vitality
- 6 Renewing our health and wellbeing
- 7 Sprucing up our streets and villages
- 8 Harmonising new and old design
- 9 Feeling and being safe
- 10 Prospering through our local economy
- 11 Venturing into new and sustainable environmental futures
- 12 Engaging everyone for far sighted and better decision making

**'The idea is to ensure we direct our energies to increase our chances of meeting targets.'**



# Top 12 focus areas



## Protecting and enjoying our beaches and coastal open spaces

The stunning beaches of Bondi, Tamarama and Bronte line the eastern borders of our area. We also enjoy spectacular coastal vistas from our parks and cliff walks. Our Integrated Engagement Strategy showed that this is, for the majority of residents, the main reason they love to live in Waverley.

Council has been successfully managing the beaches to maintain their international reputation for over 100 years now. They need a make-over in some places but, funds permitting, we are largely confident of being able to achieve this. The challenge over which we have somewhat less control is the potential threat from sea level rise. Our focus will therefore be a dual one of ensuring we don't drop the ball on maintenance while we keep an alert eye on developing and implementing strategies to help us avoid or adapt to larger threats.

### KEY CHALLENGE

**How do we keep the beaches and coastal vistas as beautiful as they are?**

### AREAS OF SPECIAL EFFORT

- Keeping up our great beach cleaning regimen
- Continuing our world leading beach lifeguard service
- Cleaning up tired old public toilets and change rooms
- Keeping our new coastal and cliff walks as new
- Re-turfing the parks and installing sustainable watering systems
- Taking a total catchment management approach to reduce pollution from urban stormwater that drains to the coast
- Pursuing our targets for greenhouse gas emission reductions to help prevent or slow sea level rises
- Developing climate change adaptation strategies in asset management plans for coastal assets



**‘Council has been successfully managing the beaches to maintain their international reputation for over 100 years now.’**



**‘Social isolation is a serious challenge, especially as we grow older.’**



## 2 Staying connected as a community

Social isolation is a serious challenge, especially as we grow older. As with many other places in Australia and indeed the developed world, Waverley has an aging population, which is particularly pronounced in our post war immigrant populations such as the Hungarian and Polish communities. We also have a very high proportion of people living on their own compared to the rest of Sydney – 32.5% of households are single person households compared to only 23.1% for the rest of Sydney. This trend is likely to continue with increased numbers of single person households and further reductions to the current occupancy rate of 2.2 persons per dwelling.

As our economic prospects change, we are also seeing increasing marginalisation of minorities and many people who have lived here all their lives facing the prospect of being unable to afford to live here in the future. Or conversely, they stay here but their children have to move away because of the high cost of housing. Compared to the Sydney metropolitan area, the cost of housing is very high in Waverley and fewer people own their own home (24% compared to 30% in Sydney as a whole). Of those renting in Waverley, 76% pay above \$275 per week compared to 43% in the rest of Sydney. And of those on mortgages, 67% pay above \$2,000 per month compared to 48% in the rest of Sydney. All of this implies an increased potential for break-up of social and family networks and support in the coming decades.

For those who continue to live here, regardless of their wealth and health, there can still be challenges of deteriorating infrastructure and services, such as footpaths and over-stressed transport systems. All these things can make it difficult for people to participate in the excellent social networks and programs run by local community leaders, Council, and State and Federal Governments.

### KEY CHALLENGE

**How do we keep our community connected and inclusive?**

### AREAS OF SPECIAL EFFORT

- Expanding our affordable and aged housing programs
- Expanding and diversifying our volunteering networks
- Providing childcare places at an affordable price
- Maintaining our extensive array of family support services
- Providing improved information, services and facilities to our older community and people with disabilities.
- Increasing the capacity of public transport services
- Investing in upgrades of assets used for walking and cycling, including establishing more greenlinks and bike routes
- Implementing the Bondi Junction Pedestrian Access Mobility Plan
- Developing and implementing a Bondi Beach Pedestrian Access Mobility Plan
- Improving pedestrian access to the Bondi Junction bus and rail interchange



# Top 12 focus areas

## 3 Living with urban density

Waverley is the most densely populated local government area in Australia. With an area of just over 9 km<sup>2</sup>, we support a population density of close to 7,000 people per km<sup>2</sup>, compared to approximately 330 people per km<sup>2</sup> for the Sydney metropolitan area overall. Frustration with this manifests itself most often in calls for refusal of new multi-unit dwellings or other programs that might seem to have the potential to bring more people here.

Ironically, it's not really our population size that's causing the problem. In fact, the population has remained relatively unchanged since the second World War and has hovered at around 60,000 people. Indeed, by world standards, it's still nowhere near what others would call 'dense'. To put it in perspective, Manhattan has a population density four times that of Waverley, and more than half of Greater London has a density of between 1.5 times and twice that of Waverley. We are a long way from that sort of 'close living' and there is no prospect of it on the horizon. There are even some suggestions our population might drop in the next 10 years.

What's possibly causing the *feeling* of increasing density is not so much the population size but the trend towards smaller households in terms of the number of people in them. This trend is predicted to continue as people spend a larger proportion of their life on their own and the fact that we are generally living longer. Our density is one of built form as well as a density of population, and with this comes other impacts that add to the *feeling* of density.

These impacts arise from a combination of:

- increasing affluence and the lifestyle change associated with living in smaller household groupings with duplicated consumption of things we used to share,
- residents in particular acquiring more and more cars per head of population and using them more frequently for short journeys within the LGA, and
- increasing visitation.

The trend toward smaller households will inevitably lead to a greater demand for smaller housing. As the Waverley area provides excellent access to shops, transport, recreation and services such as health, there will be an increased demand for this sort of housing in the LGA as the existing housing mix will not satisfy demand. Solving this housing issue will be a major challenge.





**‘Waverley is the most densely populated local government area in Australia.’**



However, within these indicators of density, vehicles are the biggest source of aggravation. The number of vehicles registered to Waverley residents has risen in the past five years at a significantly faster pace per head of population than the average for the rest of Australia. This trend, combined with visitation, has already really exacerbated the parking and congestion concerns. Demand for parking resources now outstrips the supply of spaces on-street on a daily basis. The scarcity of the resource has resulted in a situation where everyone now has to pay for parking or the resource will simply be consumed for too long by too few people. This has eroded quality of life, although it is interesting to note from the Integrated Engagement Strategy that parking difficulties don't annoy residents as much as sitting in traffic congestion for extended periods. With smaller household occupancy rates, all of this will get worse. This traffic problem is proving to be one of the most difficult problems to solve. From its experience of grappling with the issue over the past 10 years, and seeing it only get worse, Council is not sanguine that the problem is amenable to resolution through great strategic planning. It will require a fundamental shift in behaviour. A trigger for this isn't currently apparent.

The big challenge for us as a community in managing density will come in maintaining our lifestyle as we split into smaller households or aggregate in households of older people, each with their own car, computer, TV, spare bedroom and bathroom and so on, instead of sharing these things as in the past. Quality of life will improve in some ways in this scenario but decline in others.

#### **KEY CHALLENGE**

**How do we ensure great quality of life amid the density?**

#### **AREAS OF SPECIAL EFFORT**

- Thinking big about better road sharing by cars and alternative transport by designing a long term plan for smarter travel routes into, through and out of the area
- Setting the right incentives in place – including appropriate pricing and time limiting of parking – to reduce both private car ownership and private car travel to more sustainable levels
- Promoting and developing attractive transport alternatives, preferably funded by developers or other investors
- Expanding car share schemes
- Developing and agreeing on a long term plan to solve the problem of Bondi Road congestion without impacting businesses and nearby residents
- Coming to an agreement about how much parking should be provided in new developments to achieve a sustainable lifestyle and economy
- Thinking big about changing community attitudes to parking – it's a scarce resource that needs to be fairly shared, not a right
- Ensuring planning controls consider residential amenity impacts such as noise, solar access and privacy
- Utilising urban planning policies and processes to improve public domains when creating new buildings



# Top 12 focus areas

## 4 Welcoming visitors

The rugged cliffs and the golden sands of the eastern suburbs beaches have been attracting visitors for years. Today, visitors come to Waverley to enjoy the relaxed atmosphere and the not-so-relaxed atmosphere of the many cultural events the area hosts throughout the year, as well as to visit or work in the thriving retail centre of Bondi Junction. This has given wonderful economic benefits to the area but it also brings a big challenge, especially as we move towards implementing the State Government's targets for development and creation of over 4,000 extra jobs in Waverley.

### KEY CHALLENGE

**How do we welcome and manage millions of visitors?**

### AREAS OF SPECIAL EFFORT

- Developing great virtual and real visitor information centres
- Continuing with our current highly coordinated approach to event management involving State agencies and the community in detailed planning for crowd management and safety during major events
- Coordinating event management with transport and parking management
- Ensuring the extra people who will be travelling to the LGA to work in the next 10 years use public transport
- Continuing our coordinated place management services for Bondi Beach, especially in revising our *Policy Statement on Tourism*, making sure areas that attract heavy visitation do not overwhelm vital service areas for residents, and continuing to market Bondi as a destination with a difference – beachy, eclectic, relaxed but still fun, and safe
- Encouraging development of tourist accommodation in the Bondi Junction commercial centre
- Pursue financial and other types of resource support from State and Federal Governments that assists Council in its visitor management activities.



**‘This has given wonderful economic benefits to the area but it also brings a big challenge.’**





**‘It is impossible to be bored  
in Waverley.’**

## 5 Fostering our cultural vitality

Waverley has the 12th highest proportion of overseas born residents of all local government areas in NSW. We are home to a large Russian-speaking community as well as the largest Jewish community in the state, with 27% of all Jewish people in NSW living in our area.

Although we have a relatively small Aboriginal and Torres Strait Islander population, Waverley is an important place to Aboriginal people. The Cadigal people, who are believed to have been the original inhabitants of the area, have left an indelible mark across Waverley. There are over 400 listed Aboriginal heritage sites in the area, including huge rock carvings found in the Ben Buckler Reserve, Bondi Golf Course and Mackenzie’s Point.

Over the decades, we have made the most of our diversity. Our different cultures in Waverley have always found a forum to express themselves in lively and artistic ways. Everything from the beach or surf lifesaving culture through to our music, dancing, painting, sculpture, film, theatrical performances, open air festivals, and even our food is an expression of ourselves. It is impossible to be bored in Waverley. Someone is always doing something new, drawing on the depth of their cultural background and skill, to the point where we have gone beyond the need to be merely tolerant and have met instead in appreciation.

### **KEY CHALLENGE**

**How do we continue to celebrate all our cultures?**

### **AREAS OF SPECIAL EFFORT**

- Developing our civic or open spaces to provide multi-use venues that can cater for new types of cultural events
- Upgrading the Bondi Pavilion as a vibrant arts and entertainment centre, providing a diverse program of creative experiences, performance and visual arts
- Fostering indigenous and multicultural arts festivals, performances and events
- Establishing a successful resident theatre company at the Bondi Pavilion
- Turning our streets and reserves into venues for inspiring sculptures



# Top 12 focus areas

## 6 Renewing our health and wellbeing

Dating back even prior to Council's first Recreation Plan in 1992, our residents have indicated that active and passive recreation is very important to them, through the use of our open spaces, parks and beaches. The 2008 *Recreation Needs Study* also shows our population is considerably more active than the NSW average. We have a community in Waverley that's very aware of the benefits of both active and passive recreation for physical, mental and spiritual health and they don't have room in their homes or yards for much more than passive relaxation. Hence the sometime fierce expressions of the need to maintain open access to public space.

The most popular active recreational activities among Waverley residents are walking, swimming, aerobics/fitness, cycling, tennis and running. These add up to a demand for more open space than we actually have or are likely to have. We need to develop multi-use spaces, facilities and infrastructure. Sporting venues will need to double as entertainment or concert sites, shopping malls as festival spaces, surf clubs as community event spaces, streets as eruv, and cemeteries as both funeral sites and reflection spaces.

The other major challenge to maintaining wellbeing is of course the fact that the proportion of older people in our area is growing. Ensuring older people can stay healthy for longer and able to support themselves in their own homes is a critical concern. Council provides a variety of vital services for the aged and disabled to help them do this but relies heavily on other levels of government to make the full array of services accessible to those who need them.

### KEY CHALLENGE

**How do we stay fit and healthy – holistically?**

### AREAS OF SPECIAL EFFORT

- Maintaining our community services to help people stay in their homes for longer
- Ensuring as people age they have timely access to information and programs about, and are appropriately referred to, health and other support services that would generally be provided by other levels of government and community organisations
- Building a new Waverley Pavilion as a sports centre
- Developing our limited open spaces to meet growing demands for sporting and active recreational activities, especially those that encourage participation by young people and women
- Maintaining other open spaces and infrastructure such as memorial or sculpture parks and coastal reserves which are vital to passive recreation, enjoyment of natural beauty and spiritual renewal
- Building new works sub-depots in or close to Waverley to bring our work teams for open space management maintenance closer to the parks and spaces they maintain
- Developing and agreeing a plan for sustaining Waverley Cemetery as a place of reflection, remembrance of those we have lost, and celebration of our history

**'Our population is considerably more active than the NSW average.'**





**‘Residents want the place to be cleaner, look greener and generally feel better.’**

## 7 Sprucing up our streets and villages

If anything comes through clearly from Council’s Integrated Engagement Strategy, it is that residents want the place to be cleaner, look greener and generally feel better. In fact, arguably, it is their biggest area of immediate concern. This shouldn’t be surprising as in addition to our 60,715 residents (2006 Census) we have:

- the Bondi Junction Bus/Rail interchange with 85,000 passenger movements a day,
- Westfield Bondi Junction and Eastgate Malls with a combined estimated weekly visitation of 660,000, and
- Bondi Beach with an estimated average crowd over summer of 25,000 a day and up to 40,000 on hot days.

This all adds up to a **LOT** of people in and around our streets, visiting the shops and markets, using our facilities, etc. With this amount of people, it inevitably leads to ‘wear and tear’ on the place, and litter and rubbish also become an unwanted blight on our streetscapes. The aesthetic look of our streets and villages also contributes considerably to the general feel of our places and neighbourhoods.

### **KEY CHALLENGE**

**How do we make the place look and feel great?**

### **AREAS OF SPECIAL EFFORT:**

- Educating and regulating to prevent rubbish dumping
- Picking up dumped rubbish quickly when it occurs
- Removing graffiti and bill postering as soon as it appears
- Sweeping up more frequently
- Renewing streets with smart landscaping treatments that provide shade without loss of vistas
- Upgrading streetscapes around the main gateways to Waverley to develop a distinct identity and a welcoming feel
- Developing the Bondi Road village into a more effective strip shopping layout
- Improve the Bronte Beach centre by improving pedestrian access to Bronte Park





# Top 12 focus areas

## 8 Harmonising new and old design

In 2009, Waverley celebrated its 150th birthday. We're quite young as a community compared to our indigenous community's occupation. But even so, the place has developed a character in its built form which residents and visitors alike have become keenly attached to and protective of. Some buildings and areas, like the Bondi Pavilion and Bondi Beach and Park, have gained heritage status. At the same time, the built assets – whether they be private or public, large or small – inexorably continue to age, exacerbated by our coastal location. Eventually, the need for restoration, refurbishment or even a completely new rebuild arises. The challenge for our future urban development is to utilise innovative and environmentally sensitive design that also safeguards our built heritage.

### KEY CHALLENGE:

**How do we ensure new buildings evolve in harmony with the existing natural and built environment?**

### AREAS OF SPECIAL EFFORT:

- Preparing and implementing planning policies which identify natural and built heritage items and conservation areas
- Recognising quality design outcomes through annual heritage and urban design awards
- Providing expert heritage and urban design advice to the community
- Making heritage and quality urban design a strong focus in the development assessment process
- Ensuring new developments incorporate sustainable building practices
- Ensuring policies and guidelines are in place to deliver buildings which contribute to and respect the existing character, scale and topography of the area



**‘The place has developed a character in its built form which residents and visitors alike have become keenly attached to and protective of.’**





**‘Council has been successful in managing diverse crowds without major incident by careful planning and coordination of the events and activities...’**

## 9 Feeling and being safe

Combining the highest population density in Australia with high visitation rates to Waverley’s attractions, crowds are an almost constant feature, especially in the summer. With crowds can come some negative spin offs – anti-social behaviour, theft, and property damage, to name a few. In recent years, Council has been successful in managing diverse crowds without major incident by careful planning and coordination of the events and activities we organise or agree to host. This will continue as a key focus of our safety programs.

Our built environment can also substantially contribute to feelings and perceptions about safety. The way we plan, design and integrate future urban development will be important in cultivating safe spaces and mitigating potential safety issues.

Safety is not just about crime. It’s also about feeling safe as you walk along the footpaths, knowing you aren’t going to trip. Or watching your children have fun on playground equipment, knowing it’s been installed correctly and is surrounded by soft fall. It’s about removing or reducing the hazards as much as possible around our area.

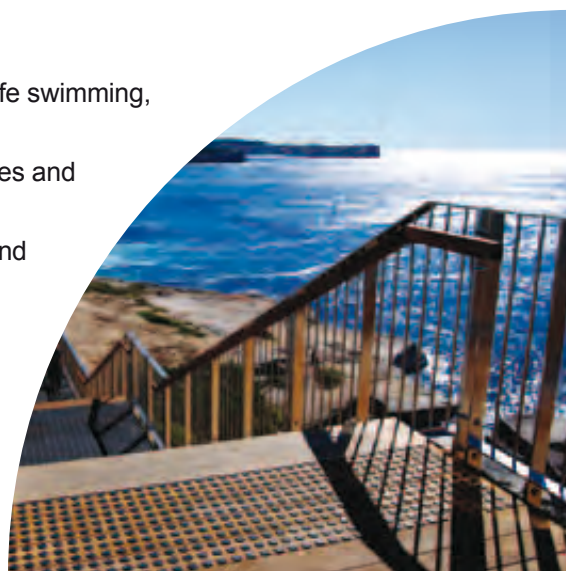
### **KEY CHALLENGE:**

**How can we feel and stay safe?**

### **AREAS OF SPECIAL EFFORT:**

- Increasing asset maintenance to reduce hazards, especially in footpaths, play equipment, and around the many retaining walls in the LGA
- Continuing road and parking safety programs especially around schools
- Expanding fully designed 40 km/hour zones in local streets where accidents occur
- Delivering major events with strong safety planning
- Managing safe summers by annual promotions of safe swimming, drinking, driving and parking
- Continuing our focus on regulation of villages, beaches and major places to control anti-social behaviour
- Planning for integrated urban development, zoning and design to minimise social disturbances and crime
- Building a culture of commitment to safety and risk reduction in our workforce, especially in their daily routines in public spaces

**‘Safety is not just about crime.’**





## Top 12 focus areas

**‘Place management is focussing on each village and the two big town centres as distinct attractions catering to distinct choices...’**



## 10 Prospering through our local economy

Waverley features a thriving regional commercial centre at Bondi Junction, a mixed town centre at Bondi Beach and smaller, more relaxed villages nestled back from the ocean. Bondi Junction has been earmarked by the State Government’s *Metropolitan Strategy* and our own *Bondi Junction LEP* as a key centre for creation of around 4000 jobs over the next 20 years. Bondi Beach is constantly evolving as a centre of relaxed lifestyle with local traders catering to residents and massive amounts of visitors, but keeping it all at a human scale.

There’s also more intense demand these days for smaller village centres such as Charing Cross and Rose Bay to support a mixture of local services – the basics of groceries, postal, pharmacy, hardware and dry cleaning – with boutique businesses, cafés and even the occasional street market or fair providing some of the more non-essential colour and spice to life.

All these centres have been given over to major ‘place management’ approaches to ensure they prosper. We’ve had great successes with place management, for instance in Bondi Junction where programs of street renewal, targeted tenancy, accessibility works, events calendars and improved cleaning have enabled the western end of the Junction to thrive despite introduced competition from Westfield. At Bondi Beach, a marketing program combined with safety campaigns is shaping the place into one of the best boutique destinations for those wanting a break from it all. Place management is focussing on creating each village and the two big town centres as distinct attractions catering to distinct choices, all of which should lead to better access to services and sustainable employment growth.

The economic viability of all Waverley’s commercial centres needs to be protected by ensuring that future development provides sufficient flexibility to accommodate retail and commercial needs. This is a feature of the *Waverley DCP – Part F5 Local Village Centres*.

### KEY CHALLENGE:

**How do our local businesses flourish?**

### AREAS OF SPECIAL EFFORT:

- Implementing key aspects of Council’s adopted Investment Strategy including a new childcare centre in Bondi Junction
- Redeveloping unused parking spaces in Eastgate Car Park to deliver increased custom to surrounding businesses by creating space for more people to work and shop in Bondi Junction
- Renewing building facades, streetscapes and footpath treatments in Bondi Junction, particularly around Eastgate
- Making the dream of a bigger Bondi Junction Mall within a well planned BJ Town Centre a reality
- Getting a north-south pedestrian connection from the Bondi Junction interchange to increase access to the western and central sectors of the Junction
- Increasing the potential for employment-generating development in the Bondi Junction commercial centre
- Continually calibrating the parking system to maximise its capacity and efficiency in delivering parking opportunities, particularly in Bondi Beach, while minimising or avoiding the need to increase supply
- Building the economic viability of our local village centres by ensuring they service the needs of the local community



# 11 Venturing into new and sustainable environmental futures

The environment. Two words that mean many things to many people. So much of our life depends on it. Right now, the environment is depending on us. In keeping with the 'think global, act local' slogan, there is a lot Waverley, as a local community, can do to contribute positively to a sustainable environment.

A consistent message from our Integrated Engagement Strategy is that the Waverley community wants to do its bit for the environment. We consulted on targets for greenhouse gas emissions, water conservation, waste and biodiversity, and the community told us the targets generally aren't quite as ambitious as they would like. So we slightly tightened targets, but more importantly, we've put a lot of work into figuring out how to maximise our chances of reaching these targets. This work shows we need both organisational change within Council and community behaviour change. For more information on targets and the programs to reach them, see Environmental Action Plan 2.

Council aims to take a lead role, through the creation of plans, policies, programs and partnerships that engage, equip and inspire our community into taking action to reduce our use of resources and be great custodians of our natural assets.



**“Waverley Council has the focus of the world and given its iconic beaches, it is perfectly positioned to lead in environmental sustainability”**

Web Forum contributor

## KEY CHALLENGE:

**How do we secure our environmental future?**

## AREAS OF SPECIAL EFFORT:

- Working with neighbouring Councils to investigate opportunities for the establishment of regional alternative waste technologies that divert waste from landfill
- Pursuing a partnership with Energy Australia to upgrade street lighting with energy efficient alternatives
- Encouraging and facilitating district cogeneration in new and existing commercial, retail and residential development
- Investigating and implementing programs including discounts, bulk purchasing, brokerage, retrofit services and other incentives for encouraging uptake of energy and water efficient technologies and behaviours, efficient hot water alternatives (solar hot water and heat pumps), water harvesting and reuse, and solar PV
- Exploring partnership with Sydney Water to utilise treated effluent for district irrigation
- Increasing coverage and connectivity of identified wildlife habitat corridors by working with private and public landholders
- Amending planning instruments to protect all areas of native vegetation and habitat
- Partnering with the community to reduce household vehicle kilometres travelled
- Identifying all target groups within the community and establishing ways to engage with them on sustainability issues
- Developing pricing policies to ensure new developments in Bondi Junction are environmentally sustainable





## 12 Engaging everyone for far sighted and better decision making

Among the views expressed as most critical throughout our Integrated Engagement Strategy was the desire of residents that we have a great long term plan. Through this Strategic Plan, and a whole host of others including our *Strategic Asset Management Plan*, *Environmental Action Plan*, *Community Safety Plan* and our *Long Term Financial Plan*, we're on the right path.

However, the community not only wants us to have great long term plans, they want us to *communicate* with them on the plans. Yes, we're good at developing the plans through consultation with relevant community stakeholders, but a criticism from people who participate in this is that they don't hear or see the end result of their input. We do great planning but falter in getting ownership by the community. More than ever, these plans will now require the participation and support of the community and other levels of government if they're to be successfully delivered. So communication is critical.

With the community, we need to be more responsive and open. Changing demographics (more of us are getting older), changing technology (nearly all of us have computers and mobile devices) and changing lifestyles (we're more time-poor) will mean we need different ways of engaging commitment, keeping that commitment alive, making sure we sense change, or the need for it, and move with that change.



If we're successful in maintaining engagement at a higher level of quality, we are in a better position to argue for assistance from other levels of government in formation of the partnerships that will be so vital to success.

### KEY CHALLENGE:

**How do we stay in touch with and reflect the changing aspirations of the community in our decision making?**

### AREAS OF SPECIAL EFFORT:

- Implementing Integrated Planning, now required by law, for a great QBL outcome, especially by integrating strategic asset management planning, environmental planning, urban land use planning under the Waverley LEP, ongoing social planning, human resource planning and long term financial planning
- Continuing to consult widely and deeply about desired service levels for assets and programs to ensure our services are really delivering what's most relevant to residents' needs
- Building great information and communications programs so that consultation especially on the most difficult or divisive issues can occur based on the best information
- Building a better website interface between the community and Council including more interactive consultation pages, improved project e-tracking and search functionality, more e-trading and introducing e-planning
- Building a workforce that's committed to engagement and excited by the prospect of understanding desires and meeting them in clever or efficient ways

**'These plans will now require the participation and support of the community and other levels of government... So communication is critical.'**



# Deliverability



## Checking our aim

Waverley Council on its own does not have the resources to deliver the full vision of the Waverley community's future. We'll need significant financial assistance, efficiencies and above all, great partnerships. Our role is large but not exclusive. Nevertheless, we are setting the objectives of the whole community and this makes it doubly important to check that the plan will deliver what we want.

The directions and strategies in this plan have been developed and then checked back against the vision to make sure they will make a strong contribution to achievement of each element of the vision. Here's how they stack up.

Vision element	Directions contributing
We are safe	C5, L3, L5, L6, G7
We are reconciled with and value our indigenous past	C1, C6,
Connections within families and between generations can remain unbroken	C2, C3, C4, L1,
We are inspired and able to renew our physical and spiritual wellbeing	C1, C2, C4, C6, C7, L3, L4, L5, L7, L8,
Everyone is welcome to participate positively in community life	C1, C2, C6, L1, L2, L3, L6, L7, L8,
We can express our essential selves through our traditions, our arts, our cultures and our lifestyles	C1, C2, C6, C7
We act together as a compassionate society	C1, C2, C4, G2,
The beauty of our beaches, cliffs and coastal lands endures	E5, E6, E7, L3, L4,
The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts	L3, L4, L5
Vital services are fully accessible	C3, C4, C7, L6, L7, L8, L9, G3, G4, G6, G7
Scarce resources are conserved and fairly shared	L1, L2, L3, L6, L7, L8, L9, G5, G6
Local economic prosperity provides opportunity for all	L1, L2, L3, L4, L5, L6, L7, L8, L9
As a local community we have the courage to take a leading place in achieving the environmental aims of a global society	E1, E2, E3, E4, E5, E6, E7, E8 L6, L7, L8, L9
We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future	G1, G2, G3, G4, G5, G6, G7, G8, G9



## Building on our past track record

This is an ambitious plan. More ambitious than we have undertaken in the past. Waverley Council has a track record in doing what it says it will do. In our first Strategic Plan, we gave our community a number of commitments to deliver what they asked over a 12-year period. Four years later, almost 90% of those actions have been either fully or substantially completed. Now we're looking out further again into the horizon, but with confidence and energy that comes from having an inspiring agenda and a community with great ideas and values. This track record should give us confidence about deliverability in the future.

In 2005, you said...	So we...
Recreational spaces and facilities need to be retained and improved	<ul style="list-style-type: none"> <li>■ are building a brand new Waverley Pavilion</li> <li>■ are upgrading the Tamarama Kiosk and have refurbished the Bondi Surf Bathers' Life Saving Club</li> <li>■ upgraded Bondi Park playground, as well as Clementson and Victoria Parks, Kimberley Reserve, Dudley Page Reserve, Hewlett Street Reserve, O'Donnell Street and Niblick Street playgrounds</li> <li>■ built new netball courts in Waverley Park</li> <li>■ upgraded fitness stations along the Coastal Walk</li> <li>■ constructed the Sam Fisman Park in North Bondi</li> </ul>
You wanted to see more childcare services	<ul style="list-style-type: none"> <li>■ continued to provide high quality, affordable childcare, as well as holiday and recreational programs for children</li> <li>■ expanded our family day care service</li> <li>■ are planning construction of a new childcare centre and early childhood support services centre in Bondi Junction</li> </ul>
You wanted us to do something about the lack of affordable rental properties	<ul style="list-style-type: none"> <li>■ continued our award-winning social and affordable housing programs, which provide housing for older people, people with a disability and families on low to middle incomes</li> <li>■ built a new 27 unit social housing project in Bondi for long term elderly residents of Waverley, in conjunction with the State Government, and built six new affordable housing units on Carrington Road in Queens Park and invested in eight extra units in Newland Street, Bondi Junction</li> </ul>
You wanted to protect the character and identity of Waverley's villages	<ul style="list-style-type: none"> <li>■ have consulted on and adopted new planning controls to guide development in each of our commercial and village centres</li> <li>■ have undertaken streetscape improvements in many of our village centres, including Bondi Road in Bondi; Hall Street in Bondi; Macpherson Street in Bronte; Seven Ways in North Bondi; Spring Street in Bondi Junction</li> </ul>





In 2005, you said...	So we...
Streets and other public areas should be cleaner	<ul style="list-style-type: none"> <li>■ agreed that all dumped rubbish should be removed within one week of our being told about it – and met this standard</li> <li>■ began a new garden waste service to all households and a free 'on call' cleanup service so residents can have bulky items removed on demand</li> <li>■ began a special summer waste management program in Bondi and the surrounding areas to deal with extra demand over the hotter months</li> <li>■ ran the 'Dumping. It's Dumb' education and enforcement program</li> </ul>
You wanted more walks, such as the coastal walk	<ul style="list-style-type: none"> <li>■ have extended the Coastal Walk from Calga Reserve to Randwick, including a spectacular boardwalk around Waverley Cemetery</li> <li>■ began the 'Green Links' program of building safe and attractive walks, with routes from Centennial Park to Bondi Beach and from Bondi Junction to Queens Park being completed, and more on the way</li> </ul>
You wanted to see more trees and greenery	<ul style="list-style-type: none"> <li>■ prepared a Street Tree Master Plan, which is available online, to show how we will green Waverley's streets</li> <li>■ commenced a street tree planting program, which so far has seen the planting of over 400 street trees</li> <li>■ worked with bushcare volunteers, who planted more than 500 native plants per year in our parks and reserves</li> <li>■ began the Civic Pride Awards for Gardening, the Pocket Parks and 'Adopt a Tree' Program</li> </ul>
You wanted us to address traffic safety and congestion issues, particularly around schools	<ul style="list-style-type: none"> <li>■ have run a series of school safety programs, including the creation of the Bee Safe Buzzy Bee mascot, the donation of a year's income from parking fines in school zones to the Sydney Children's Hospital Foundation and the 'Walking School Bus' program</li> <li>■ have for the 2007/08 and 2008/09 summers run the 'Beach Runner' bus to connect Bondi, Tamarama, Bronte and Coogee beaches on weekends and public holidays</li> <li>■ completed pedestrian safety works around schools</li> <li>■ successfully piloted a car share scheme and are now awarding tenders which will significantly increase the number of car share spaces in the LGA</li> <li>■ have, nevertheless, found this difficult as the number of cars registered to Waverley residents has continued to rise steeply, putting strain on roads and parking</li> </ul>
You wanted to be able to get a parking spot more easily, particularly near home	<ul style="list-style-type: none"> <li>■ conducted major reviews of Waverley's parking system and enforcement in 2006</li> <li>■ conducted a full 'first principles' review of the parking system in 2009 which has resulted in 82 recommendations for change that will inject the parking system with renewed capacity, efficiency and safety features</li> </ul>
There are not enough cycleways in Waverley	<ul style="list-style-type: none"> <li>■ completed cycleways connecting Bronte and Bondi Junction, as well as other routes in Council's Bike Plan</li> <li>■ held Ride to Work and Family Bike days to encourage people to cycle, as well as holding free bike maintenance workshops</li> </ul>
Campbell Parade needs to be improved	<ul style="list-style-type: none"> <li>■ upgraded the beach side of Campbell Parade from Lamrock Avenue to Beach Road and sought additional funding from the Federal Government to complete the section to Ramsgate Avenue</li> </ul>



# Deliverability

In 2005, you said...	So we...
Bondi gets too noisy, particularly at Christmas and New Year	<ul style="list-style-type: none"> <li>■ reinstated the Noise Abatement Protocol in August 2008</li> <li>■ developed and continue to run the award winning 'Safe Summer' program, which includes a particular focus on reducing noise and antisocial behaviour over the festive season</li> <li>■ set up an event hotline for noise and other complaints over Christmas and New Year</li> </ul>
Bondi Pavilion is a community treasure which needs to be improved, while keeping its heritage feel	<ul style="list-style-type: none"> <li>■ consulted with the community and developed a Bondi Pavilion Purpose Statement</li> <li>■ developed a Bondi Pavilion Asset Action Plan and commenced implementation</li> <li>■ upgraded and refurbished the Bondi Pavilion Theatre</li> <li>■ repaired and enhanced the balcony, repaired and repainted the entire building façade and replaced the gutters and eaves</li> <li>■ installed new signage to the front of the building (and soon to the rear!)</li> <li>■ completed a Sustainability Review of the Pavilion</li> </ul>
There should be a wide variety of arts and cultural events, activities and facilities for all	<ul style="list-style-type: none"> <li>■ held a wide variety of events in Bondi Junction: <ul style="list-style-type: none"> <li>– Playday on the Mall (for children)</li> <li>– Forever Fabulous (for seniors)</li> <li>– Global Table (for everyone!)</li> <li>– BJ Organic Food and Farmers Markets</li> <li>– Charing Cross Village Fair</li> </ul> </li> <li>■ held the following big events in Bondi: <ul style="list-style-type: none"> <li>– Bowl-a-rama</li> <li>– South American Festival</li> <li>– Festival of the Winds</li> <li>– Bondi Bohemia Festival</li> <li>– Taste Orange Food and Wine Festival</li> <li>– Christmas and New Year events</li> </ul> </li> <li>■ we have also continued to hold a very wide variety of events, activities and programs at the Bondi Pavilion and the Waverley Library throughout the year</li> </ul>
You are concerned about pressures on the natural environment	<ul style="list-style-type: none"> <li>■ installed water bubblers and trialled recycling bins on the Bondi Beach promenade to reduce the number of bottles on our beaches (the No. 1 source of litter!)</li> <li>■ installed a 120,000 litre tank in Bronte Park to catch stormwater to be used to water the park and flush toilets in the kiosk</li> <li>■ installed bores at Waverley Park and Barracluff Park</li> <li>■ facilitated movements in the right direction towards sustainability on water consumption, beach water quality, waste to landfill, dumped rubbish, garden waste composting, community volunteering, cycling, bushland area expansion, and species protection</li> </ul>



**‘Council staff have done as much as we can over the last three years... to reduce the assessed costs of asset renewal... But there’s some big non-discretionary items in the assets that need to be renewed...’**



## The toughest targets

If we look at the top 12 Focus Areas, four things seem to emerge as the toughest things to achieve:

- **affordability of housing,**
- **targets for reductions of cars and shifts to active transport,**
- **community greenhouse gas reduction targets, and**
- **asset renewal targets.**

Solving the last of these – asset renewal – is something of a no brainer. It’s simply limited by money, or the lack of it. If we wish to continue with our current range of services and complete obligatory asset renewal at the same time, we are short of about \$200 million over 10 years from 2011/12. Council has done as much as it can over the last three years, through its asset planning strategies, to reduce the assessed costs of asset renewal and to make sure it is not doing more than is required to achieve the levels of service from these assets that the community is demanding. By doing condition assessments and more accurate costing, we have reduced the cost as assessed in 2003/04 by almost half. There are, however, some big non-discretionary items in the assets that need to be renewed such as drains, retaining walls, and roads, and unless they’re renewed, will cause significantly increased costs to successive generations. So the rest of this challenge needs to be solved via resolution of some fairly substantial financial issues. This Council, like many others, will face a financial crisis as early as 2012 if this is not sorted out.



**‘The impact (of the rising price of housing) on our community can be deeply disturbing... it splits families and generations apart, dislocates people from their place of employment and social support, and reduces the diversity...’**



# Deliverability

The first two issues are somewhat more baffling than asset renewal.

The rising **price of housing** is not going to be amenable to things a council can do, but its impact on our community can be deeply disturbing as it splits families and generations apart, dislocates people from nearness to their place of employment and social support, and reduces the diversity we currently regard as a key reason to live here. A high proportion of unaffordable housing will increase costs for everyone. Council has an excellent affordable housing program, which will be continued, but its effectiveness may be swamped by economic tides. Nevertheless it's clear from our research that a significant proportion of the community is very concerned about this issue. Since we're already challenged by our urban density, it will be a big challenge to come to agreement about how we should develop choices in housing types, especially multi-unit dwellings. It's really important to consider this issue within the full context of the social impacts that will grow if we don't come to a solution.



**'There has been a remarkable increase of will within the community to have something done about greenhouse gas emissions but there is next to no awareness of the practical means of doing it...'**

**Getting out of our cars** is something we haven't got a good track record in. Most of us live reasonably close to where we work and each day we drive about half the kilometres of the average Sydneysider. We do a lot of our driving in small circles within the LGA and the concentrated effect of this has reached a point of major aggravation. We're acquiring cars, particularly four-wheel drives, at a rate almost twice that of the rest of Australia. If we laid our cars end to end in a car park pattern, they would cover almost the whole suburb of Bondi Beach.

Our research clearly shows we hate the congestion associated with this even more than the parking difficulties it causes. Still, we don't sit down as a group and think about the need to share what is arguably our most scarce resource relative to demand – the road. Council can and will facilitate this inevitable discussion as it is central to the vision for Waverley. We can keep modifying our traffic and parking systems to ensure they retain some capacity to give the vital quality of life to residents that comes from being able to own a car if you need it. Council can do things to help manage visitor traffic and active travel, but the rest is up to the local community.

**'If we laid our cars end to end in a car park pattern, they would cover almost the whole suburb of Bondi Beach.'**





With greenhouse, we have done the research to determine the best way to reach the very ambitious targets set in this plan. This research shows there are things that Council, the community and business can do that, if achieved, would mean we would not only meet the 2020 target for a 30% reduction of emissions, we could surpass it. Our research shows there has been a remarkable increase of will within the community to have something done about greenhouse gas emissions but there is next to no awareness of the practical means of doing it. Therefore, community confidence that the necessary targets could be reached is unlikely to be high. Council is unsure of the real level of will within the community to do things that have a short term cost, such as retrofit energy and water systems at home, even though they might have a long term pay back and even a net gain. The community is probably unsure of the level of will and capacity in government – all levels of government – to pull their weight in solving global warming. The business sector is a third player that's basically an unknown quantity. Forging relationships with the community and business to build the will to take practical steps towards reduction of greenhouse gas emissions is going to be a big challenge for local government. We hope to be assisted in this by significant buy-in from other levels of government, particularly in the form of appropriate pricing of carbon, feed in rebates and provision of more public transport.





# Partnering

‘With other levels of government, we’ll also need to be more assertive than we have in the past and they, more responsive.’



# to succeed



Success lies in partnership. Council will need help from the community, the business sector and other levels of government.

We will especially need help from a committed business sector if we're to achieve some of the most ambitious environmental sustainability targets of this plan. The business sector will be called on to invest with us in retrofitting sustainable technologies and developing sustainable business practices.

With other levels of government, we'll also need to be more assertive than we have in the past and they, more responsive. Through an intense integrated planning process over three years, Council has put a lot of thought into prioritising the real needs of the LGA, developing more accurate costings, building up efficiencies in service delivery, and diversifying income sources. The integrated plans that have come out of this aren't just random selections of activities from a wish list thought up in an isolated process of focus groups. They're targeted programs of activity in which we have a reasonable level of confidence that we're going to get a reasonably high level of quadruple bottom line return without wasted effort. Fortunately the new Integrated Planning and Reporting framework provides a means of displaying the substance of our plans to other levels of government. Hopefully they will respond by entering into partnerships for delivery of much of the desired outcome.

Lastly, we'll be relying on our community, which has shown itself over the decades and through this planning process, to be generous and energetic. It's a hopeful community. We hope in return that this plan will inspire the community with confidence that it's worth working in Waverley Together.



## Appendix 1

# Council services

Waverley Council runs a very wide array of services – 22 services and 148 different sub-services. Our soon to be completed Delivery Program will show how these services are geared to deliver strategies and activities to meet the directions of this Strategic Plan.

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### ASSET MANAGEMENT SERVICES

Asset management planning  
Asset design services  
Capital works program planning  
Road works & maintenance  
Footpath works & maintenance  
Kerb & gutter works & maintenance  
Drainage works & maintenance  
Building works & maintenance  
Urban open spaces & malls works & maintenance  
Coastal & retaining infrastructure works & maintenance  
Parks infrastructure works & maintenance  
Parking infrastructure works & maintenance  
Other infrastructure works & maintenance  
Property management  
Facilities management  
Fleet management  
Depot & stores

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### BEACH SERVICES, MAINTENANCE & SAFETY

Lifeguard services  
Beach cleaning & maintenance  
Support to surf life saving clubs  
Administration & customer services

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### CEMETERY SERVICES

Waverley Cemetery services  
South Head Cemetery services

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### CHILDCARE SERVICES

Waverley Child Care Centre services  
Bronte Child Care Centre services  
Gardiner Child Care Centre services  
Family Day Care services  
Family support services

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### COMMUNITY SERVICES

Community planning  
Services for older people  
Services for young people  
Services for people with a disability  
Services for indigenous people  
Multicultural services  
Community safety  
Community support & grants

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### CORPORATE SUPPORT SERVICES

Administration  
Financial management  
Human resources  
IT & telecommunications  
Purchasing  
Risk & insurance management  
Executive support and strategic projects

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### CULTURAL SERVICES

Cultural services planning  
Arts programs  
Music rooms & programs  
Theatres and theatre programs  
Literary programs  
Cultural festivals & events  
Bondi Pavilion programs  
Other cultural programs  
Administration & customer services

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### CUSTOMER SERVICES & COMMUNICATION

Customer & Call Centre  
Media & communications

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### DEVELOPMENT, BUILDING & HEALTH SERVICES

Urban planning  
Heritage conservation  
Land information mapping services  
Development assessments & approvals  
Environmental health  
Food hygiene & regulation  
Building & fire safety regulation  
Administration & customer services

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### EMERGENCY MANAGEMENT SERVICES

Local & state emergency management



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## ENVIRONMENTAL SERVICES

Environmental sustainability planning  
Environmental education programs  
Energy management programs  
Water management programs  
Waste management planning  
Air quality management  
Biodiversity management programs  
Bush care programs  
Pollution control programs

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## GOVERNANCE, INTEGRATED PLANNING & COMMUNITY ENGAGEMENT

Long term integrated planning & consultation  
Governance  
Councillor support  
Citizenship services  
Precinct committee facilitation services  
Records & public information services  
Civic pride programs  
Volunteering programs  
Advisory committees and forums  
Internal audit

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## LIBRARY SERVICES

Library services  
Community information  
Local studies

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## PARKING SERVICES

Parking system planning and management  
On-street parking services  
Off-street parking services  
Road & parking safety programs

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## PARKS SERVICES & MAINTENANCE

Parks, reserves & open landscapes planning & design  
Playground planning & design  
Southern Area parks cleaning & maintenance  
Bondi Area parks cleaning & maintenance  
Northern Area parks cleaning & maintenance  
Bondi Park cleaning & maintenance  
Waverley Park cleaning & maintenance  
Bronte Park cleaning & maintenance  
Tamarama Park cleaning & maintenance  
Marks Park cleaning & maintenance  
Coastal & Cliff Walks cleaning & maintenance  
Greenspace maintenance  
Eruv cleaning & maintenance  
Administration & customer services

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## PLACE MANAGEMENT

Place development planning & strategy  
Place maintenance & upgrade  
Place amenity & access services  
Place safety management  
Place marketing  
Place regulation  
Business development & support services  
Events management  
Visitor management services  
Administration & customer services

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## RECREATION SERVICES

Recreation planning  
Recreation facilities maintenance  
Sporting facilities maintenance

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## REGULATORY SERVICES

Pollution control programs  
Animal control  
Dumped rubbish & litter control  
Waste regulation & education  
Abandoned car control & removal

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## SOCIAL & AFFORDABLE HOUSING

Housing planning  
Affordable housing program  
Social housing program

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## TRAFFIC & TRANSPORT SERVICES

Transport planning  
Pedestrian mobility programs  
Cyclist mobility programs  
Alternative transport programs  
Traffic management services

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## URBAN OPEN SPACE MAINTENANCE & ACCESSIBILITY

Streetscape enhancement strategy  
Street cleaning services  
Place cleaning services  
Graffiti removal services  
Nature strip mowing services  
Tree management planning  
Tree planting services  
Tree maintenance services  
Greenlinks maintenance  
Public place access works & services  
Street & place signage services

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## WASTE SERVICES

Domestic waste services  
Recycling services  
Green waste services  
Clean up services  
Dumped rubbish removal  
Place cleaning services  
Commercial waste services  
Administration & customer services



## Appendix 2

# Council plans and policies

### SUSTAINABLE COMMUNITY

- Bondi Pavilion Purpose Statement (2008)
- Recreation Needs Study (2008)
- Affordable Housing Program Policy (2007)
- Social Plan (2005-2010)
- Community Safety Plan (2009-2012)
- Disability Action Plan and Access Policy (2002)
- Aboriginal and Torres Strait Islander Access and Equity Policy (1999)

### SUSTAINABLE ENVIRONMENT

- Environmental Action Plan 2 (2009)
- Integrated Transport Plan (2007)
- Energy Savings Action Plan (2006)
- Water Savings Action Plan (2006)
- Tree Management Plan (2006)
- Street Tree Master Plan (2008)
- Bondi Litter and Waste Management Action Plan (2009)

### SUSTAINABLE LIVING

- Draft Waverley Local Environment Plan (2008)
- Draft Bondi Junction Domain Technical Manual
- Heritage Policy (2007)
- Voluntary Planning Agreements Policy (2007)
- Bondi Basin Master Plan (2007)
- Development Control Plan (2006)
- Strategic Asset Management Plan (2008)
- Development Contributions Plan (2006)
- Local Village Centres Public Domain Improvement Plan (2006)
- Local Village Centres Technical Manual (2006)
- Graffiti Management Policy (2005)
- Waverley Local Environment Plan (1996)
- Joint Bondi Junction Local Environment Plan (1991)
- Policy Statement on Tourism (2008)
- Visitor Management Action Plan 2009/10
- Outdoor Market Operations in Public Places Policy (2009)
- Local Government Filming Protocol (2008)
- Commercial Fitness and Personal Training Policy (2009)

### COMMUNITY AND CORPORATE GOVERNANCE

- Long term Financial Plan (2008)
- Document Access Policy (2008)
- Investment Policy (2008)
- Complaints Management Policy (2007)
- Investment Strategy (2007)
- Communications Action Plan Stage 2 (2008)
- Corruption Prevention Plan (2006)
- Equal Employment Opportunity Management Plan (2006)
- Organisational Development Strategy (2006)
- Sponsorship, Grants and Donations Policy (2006)
- Statement of Business Ethics (2007)
- Consultation Policy (2005)
- Code of Meeting Practice (2009)
- Code of Conduct for Councillors (2008)
- Code of Conduct for Staff, Delegates and Volunteers (2008)
- Internal Reporting Policy (2007)
- Petitions Policy (2009)



## Appendix 3

# Strategic Plan's contribution to NSW State Plan

STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Supporting Business and Jobs</i>	Maintain and invest in infrastructure	G6, G5
	Increase business investment and support jobs	L1, L2
	Speed up planning decisions	L5, L4
	Drive innovation to grow productivity	
	Cut red tape	
	Maintain AAA rating	
	Ensure a reliable electricity supply	

STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Better Transport</i>	Increase share of journey to work trips on a safe and reliable public transport system	L8, E1
	Consistently meet public transport reliability targets	
	Improve the efficiency of the road network	L6, L7, L8
	Maintain road infrastructure	G6
	Improve road safety	L6
	Increase walking and cycling	L7

STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Clever State</i>	Make sure children have the skills for learning by school entry	C4
	Support students to reach their full potential at school	
	Engage students in learning for longer	
	Improve access to jobs and training	L1, L2
	Increase access to knowledge and skills in partnership with universities	

STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Healthy Communities</i>	Improve and maintain access to quality healthcare in the face of increasing demand	C4
	Improve survival rates and quality of life for people with potentially fatal or chronic illness	
	Improve health in the community	C7, L7
	Reduce potentially preventable hospital admissions	
	Improve outcomes in mental health	C4



STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Urban Environment and Lifestyle</i>	Increase the number of jobs closer to home	L1, L2
	Grow cities and centres as functional and attractive places to live, work and visit	C2, C6, C7, L1, L2, L4, L5
	Improve housing affordability	C3
	Increase the number of people using parks	C7
	Increase the number of people participating in sporting activities	C7
	Increase the number of people participating in the arts and cultural activity	C6
	Increase the number of people engaged in volunteering	C2

STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Strengthening Communities</i>	Strengthen Aboriginal communities	C1
	Increase employment and community participation for people with disabilities	C4, L1
	Reduce the number of NSW people who are homeless	C3, C4
	Improve child wellbeing, health and safety	C4

STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Keeping People Safe</i>	Reduce rates of crime, particularly violent crime	C5
	Reduce levels of antisocial behaviour	C1, C2, L1-3
	Reduce re-offending	
	Improve the efficiency of the court system	

STATE PLAN FOCUS	STATE PLAN PRIORITIES	WAVERLEY'S CONTRIBUTION VIA WT2 STRATEGIES
<i>Green State</i>	Tackle climate change	E1, E2
	Develop a clean energy future	E1
	Secure sustainable supplies of water and use our water more wisely	E4
	Protect our native vegetation, biodiversity, land, rivers and coastal waterways	E5, E6, E7
	Improve air quality	
	Reduce waste	E3









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