

Waverley Together 2

Our community's strategic plan for 2010-22

End of Term Report
Elected Council 2008–12

Waverley Council

**End of Term Report on Progress Towards
Waverley Together 2
Elected Council 2008 to 2012
June 2012**

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



Acknowledgement

We acknowledge the Bidjigal and Cadigal people who have traditionally occupied the Sydney Coast.

We also acknowledge Aboriginal Elders both past and present.

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1. Introduction

In 2009 the NSW State Parliament unanimously voted to introduce Integrated Planning and Reporting (IP&R) reforms within the Local Government Act. These reforms have made it compulsory, among other things, for councils to adopt long term Community Strategic Plans (CSPs) on behalf of their community.

The plans are meant to express the entirety of their community's aspirations for the future, not just those aspirations that a council may be able to satisfy. They are required to be genuinely long term with a life span of at least ten years.

In February 2010, after extensive community engagement, Waverley Council adopted on behalf of the Waverley community, their first fully compliant Community Strategic Plan, *Waverley Together 2*. This plan has a 12 year time frame from 2010 to 2022 – the equivalent of three terms of office for an elected council.



Under the legislation, each elected council is required to adopt its own 4 year Delivery Program which ideally should remain fixed for the length of its term of office. The intent of this is to ensure that each elected council works out the strategies most likely to make a positive contribution towards the achievement of the community's vision for what life should be like by the end of the long term planning period – in Waverley's case, by the year 2022. In its commitment to the Delivery Program, each elected council is generally required to take on neither more nor less than its fair share of burden for achieving the long term aims of the CSP.

To maximise the community's chances of making its lifestyle vision a reality over the long term and to enhance the effectiveness of the Delivery Program, an emphasis is placed on partnership with other levels of government, the business and not for profit sectors, and the community itself. *Waverley Together 2* maps these partnerships.

1.1 Council's reporting obligations

Under the IP&R framework, councils are required to report on progress with their Delivery Programs twice a year. Waverley Council has been doing this since 2010. Every four years, however, councils are also required to report on how effective their Delivery Program and their partnerships with others have been in making an actual difference to their community's quality of life as envisioned in the CSP. In other words:

- 1 *Did life get better while we were in office?*
- 2 *Are we moving towards or away from having:*
 - *a sustainable community,*
 - *a sustainable lifestyle (including a sustainable economy),*
 - *a sustainable environment, and*
 - *sustainable governance.*
- 3 *Did our programs and partnerships help our community to make positive progress towards achieving their vision and targets?*

In this process, elected councils can report to their communities on the effectiveness of their strategies and those of their partners and make recommendations for development of future plans to maximise the community's chances of meeting their targets over the longer term, realising their vision and achieving quadruple bottom line sustainability (QBL).

This report:

- displays the progress made by the Waverley community towards achievement of their vision for quality of life during the term of office of the 2008-2012 elected council;
- takes measures of the performance and effectiveness of the strategies of *Waverley Together 2* in progress towards the targets and sustainability; and
- sets out advice for achieving the Waverley community's desired future, sustainably.

1.2 Reporting methodology

The reporting methodology will follow the structure of *Waverley Together 2* by reporting on progress towards its adopted vision, targets and quadrants of sustainability.

There are 14 elements within the vision and 60 targets or indicators of progress towards the vision and QBL sustainability.

Baseline data for all 60 targets (except one) have been published in *Waverley Together 2* so that the community can see where we were as a community when the plan was adopted. The baseline data generally date from 2009 and come from a variety of sources including:

To measure progress towards targets for:

Data sources:

Sustainable community,

- 2009 Resident Survey¹ by the Hunter Valley Research Foundation (HVRF)
- Australian Bureau of Statistics (ABS)
- NSW Bureau of Crime Statistics
- NSW Health Department

Sustainable lifestyle

- 2009 HVRF Resident Survey
- ABS
- Roads and Maritime Services (RMS – formerly the RTA)
- Waverley Council Business Activities Reports

Sustainable environment

- ABS
- Transport Data Centre
- Office of Environment & Heritage (OEH)
- Waverley Council's C^{CAP} system for modeling and monitoring of greenhouse gas emissions
- 2009 HVRF Resident Survey
- Waverley Council internal statistics

Sustainable governance

- 2009 HVRF Resident Survey
- Waverley Council Annual Financial Statements
- Waverley Council internal statistics
- Waverley Council Business Excellence Framework
- Organisation Staff Survey
- Asset condition data in Council's Strategic Asset Management Plan 3 (SAMP3)

¹ The 2009 statically valid survey of Waverley residents was independently conducted by Hunter Valley Research Foundation. See References section for details.

In reporting on progress towards the targets Council has revisited data sources listed above and sought updated figures. We have also engaged the Hunter Valley Research Foundation to conduct a second survey of residents, the 2012 HVRF Resident Survey². For consistency and ease of graphic presentation, baseline data have been converted in most cases to percentages rather than mean scores. In the case of the HVRF Resident Survey results, the derived percentages exclude respondents who answered “don’t know” or “not applicable”. For this reason they may show as slightly different in some cases from the baseline data published in *Waverley Together 2*. However, the integrity of the data has been preserved and baselines have not been modified unless otherwise stated. Physical data, such as measures of environmental health, are also mostly represented as percentages.

The format for reporting on results has been structured to show:

- the **direction** of movement towards or away from the vision and targets, and
- the **quantum** of movement.

Effectively a line has been drawn in the sand in 2009/10. Some baselines pre-date this year.













Throughout the report graphical representation of movement towards or away from the vision and targets is shown as directional movements left and right of a central baseline. Where relevant, performance against absolute targets is also shown.



Consistent colour coding has been used throughout the report to paint pictures of movement towards and away from sustainability.

The key to symbols and colour coding is shown here.

Note: References to “people” in the report mean “residents”.

Waverley Together 2 End of Term Report		
Key to symbols and colour coding		
		Movement away from sustainability
		Movement towards sustainability
		Delayed implementation
	Baseline data	
	Final data 2012	
	Final data not available for 2012	
	Predicted future movement away from sustainability	
	Predicted future movement towards sustainability	
	Target	

1.3 Measurement methodology

Just over 150 measures have been taken to quantify the progress towards or away from the 60 targets and 14 vision elements of *Waverley Together 2*. 51 of these targets are for community “outcomes” in their total quality of life. The remaining 9 targets are for Council “outputs”. It has been considered important to include measures of some Council outputs, even though this is a community plan, bearing in

² The 2012 statically valid survey of Waverley residents was independently conducted by Hunter Valley Research Foundation. See References section for details.

mind the community's strong views on the centrality of Council's contribution to their capacity to reach their vision.

Relative movement from the baseline and absolute performance against targets have been measured:

- either as an objective change in a physical target, such as tonnes of greenhouse gas emitted, or
- as a change in consensus about a subjective indicator of quality of life, such as our sense of community.

It is a basic premise of this measurement framework that residents' feelings about quality of life are as vital and qualitative an indicator of progress as physical facts about the social economic, environmental and governance aspects of our lifestyle.

Taken together the objective and subjective measures give the most accurate and holistic indication of quadruple bottom line or "QBL" sustainability.

Measures used in the report have been dissected and aggregated in various combinations to paint pictures of both:

- movement towards targets for and indicators of our vision for quality of life, and
- movement towards or away from sustainability.

This approach of dissection and aggregation of measures and targets has resulted in detailed pictures of diverse aspects of community wellbeing that that are instructive for policy and strategy development for the next version of *Waverley Together*, due to be adopted under legislation by June 2013.



1.4 The outcome in summary

1. Did life get better while we were in office? → *On balance, yes*

In terms of the vision of *Waverley Together 2*, the general consensus of our community is that quality of life has improved on 11 out of 14 elements of the vision. The results of analysis of physical measures tend to confirm this perception as reliable in fact, with some qualifications as shown below:

<i>Waverley Together 2 Vision</i> <i>Perceived and actual progress</i>		
<i>Vision</i>	Perception of progress towards the vision	Progress taking into account perception and physical measures
We are safe	→	→
We are reconciled with and value our indigenous past	→	→
Connections within families and between generations can remain unbroken	→	→
Everyone is welcome to participate positively in community life	→	→
We are inspired and able to renew our physical and spiritual wellbeing	→	→
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	←	← →

The results show that there is some variance between our perceptions of movement towards our vision and actual progress on the last four of the 14 vision elements.

For further detail on progress toward the vision, see Section 2.

2. Are we moving towards or away from having:

- a sustainable community,
- a sustainable lifestyle & economy,
- a sustainable environment, and
- sustainable governance.

→ On balance, yes

The trend of both physical data and consensus on perception creates a clear picture that we have moved closer towards quadruple bottom line sustainability. The most challenging quadrant is the environment, as shown below:

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Progress towards quadruple bottom line sustainability</i></p>			
Quadrant	% of targets moving towards sustainability	% of targets moving away from sustainability	Trend
<i>Sustainable community</i>	100%	0%	→
<i>Sustainable living & economy</i>	80%	20%	→
<i>Sustainable environment</i>	55%	45%	← →
<i>Sustainable governance</i>	70%	30%	→
<i>Sustainable assets</i>	78%	22%	→

For further detail on progress toward sustainability by quadrant, see Section 3.

3. Did our programs and partnerships help our community to make progress achieving their vision and targets?

→ On balance, yes

Waverley Together 2 maps both:

- key partnerships between Council and other levels of government, the business sector and the community for delivery of services, and
- the connection between Council's services and the community's capacity to achieve their vision (see **Appendix 1**).

Council has been identified by the community as a vital player in delivery of the vision of *Waverley Together 2* and is indeed the most important player the community's mind according to the 2010 HVRF survey (see Section 2.2.14 below).

With the community's support Council therefore recently achieved a rise in rates to help maintain all existing services and enhance them under a 10-year program called **Service Plus**.

The components of **Service Plus** are designed to help Council deliver priority activities in a set of **Top 12 Focus Areas**. The results of analysis of budgeted implementation of **Service Plus** in 2011/12 and 2012/13 show that more than half the enhancement items of **Service Plus** will have been commenced in the first two years of the 10 year program. Additionally, all existing services have been maintained as intended. This translates into strong performance in terms of the **Top 12 Focus Areas** as shown below.

<p><i>Waverley Together 2</i></p> <p><i>Performance on Top 12 Focus Areas for Council</i></p>			
<p>% of activities trending towards (green) or away (red) from sustainable implementation or delayed (orange)</p>			
<i>Top 12 focus areas</i>	→	↓	←
1. Protecting and enjoying our beaches and coastal open spaces	88%	13%	0%
2. Staying connected as a community	90%	10%	0%
3. Living with urban density	91%	9%	0%
4. Welcoming visitors	100%	0%	0%
5. Fostering our cultural diversity	100%	0%	0%
6. Renewing our health and well being	100%	0%	0%
7. Sprucing up our streets and villages	75%	25%	0%
8. Harmonising new and old design	100%	0%	0%
9. Feeling and being safe	100%	0%	0%
10. Prospering through our economy	50%	50%	0%
11. Venturing into new and sustainable environmental futures	80%	20%	0%
12. Engaging everyone for far sighted and better decision making	80%	20%	0%
Total Activities	87%	13%	0%

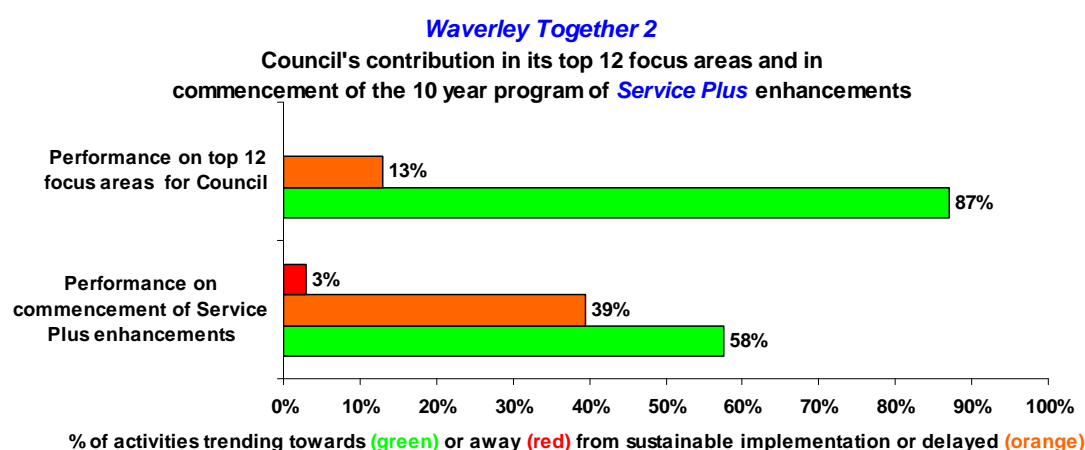
<p><i>Waverley Together 2</i></p> <p><i>Performance on commencement of Service Plus enhancements</i></p>			
<p>% of activities trending towards (green) or away (red) from sustainable implementation or delayed (orange)</p>			
Service Plus enhancements - Commencement	→	↓	←
Providing more opportunities for recreation, health and wellbeing	63%	38%	0%
Providing more opportunities for artistic and cultural expression	100%	0%	0%
Providing more and safer access to public places	29%	71%	0%
Providing more and safer access to transport	100%	0%	0%
Providing more and safer access to vital services	33%	67%	0%
Providing more cleaning and greening of all the spaces we share	50%	40%	10%
Providing more inviting streetscapes	25%	50%	25%
Providing more restful local neighbourhoods	100%	0%	0%
Providing a more sustainable environment with increased protection from global warming	71%	29%	0%
Providing more preservation of natural resources and ecosystems	100%	0%	0%
Partnering with a more engaged, connected and inspired community actively involved in decision making	88%	13%	0%
Total Activities	58%	39%	3%

The table above and tables in Section 4.1.1 below show that various **Service Plus** elements have been re-programmed and delayed from their originally scheduled commencement date. This has been necessary due to the fact that, despite our community having provided a statistically valid mandate for a rate rise to cover the full **Service Plus** program, the Independent Pricing & Regulatory Tribunal (IPART) provided only a partial approval of Council's rate rise application. This has left Council with a shortfall on **Service Plus** of \$76 million over the 11 years to 2022.

To help manage this shortfall and stage activities within available funds Council has formed a Service Efficiency and Performance Reporting Committee. The effect of this staging on the community's capacity to achieve its vision would be relatively minor at this time. However, should funding shortfalls persist, we would expect that the effect will be noticeably negative over the next 10 years and constitute a movement away from sustainability.

In the mean time, **Service Plus** has got off to a very good start:

- 100% of our existing services have been maintained, in accordance with our community preferences as expressed in multiple surveys;
- 59% of **Service Plus** enhancements will have been commenced within the first two years of the 11 year program; and
- excellent performance has been achieved in the progress of activities in the **Top 12 Focus Areas** as summarised in the graph below.



For further detail on progress in Council's **Top 12 Focus Areas** and **Service Plus**, see Section 4.

1.5 The implications for **Waverley Together 3**

Analysis of progress shows some exceptionally strong areas of performance in our partnerships and some areas for concern.

Strengths of our performance in progressing toward the vision and sustainability stand out as shown below. Clearly we have a highly cohesive and committed community actively pursuing its aspirations and making tangible progress.

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;">Strengths of our performance in achieving the vision and sustainability</p>	
Vision	Strengths
We are safe	<ul style="list-style-type: none"> ▪ We feel safe, day and night, at the beaches and in public facilities. ▪ We have a low violent crime rate compared the rest of NSW.
We are reconciled with and value our indigenous past	<ul style="list-style-type: none"> ▪ We have a good sense of community to build on in progressing towards reconciliation. ▪ We appreciate and enjoy diverse cultural and artistic expression.
Connections within families and between generations can remain unbroken	<ul style="list-style-type: none"> ▪ We are happy that our community support groups and networks are growing. ▪ We strongly agree that living in Waverley gives us and our families excellent opportunities to achieve important life activities, relationships and fulfilment.
We are inspired and able to renew our physical and spiritual wellbeing	<ul style="list-style-type: none"> ▪ We have great recreation and leisure opportunities. ▪ Our sporting facilities are good and getting better and meet most of our needs. ▪ We can swim in clean waters. ▪ Healthy lifestyle opportunities are available when we want them. ▪ Library services are fantastic. ▪ Our coastal location is inspiring.
Everyone is welcome to participate positively in community life	<ul style="list-style-type: none"> ▪ We know our neighbours. ▪ We have good and fair opportunities to participate in community life. ▪ We have strong social cohesion and inclusive attitudes.
We can express our essential selves through our traditions, our arts, our cultures and our lifestyles	<ul style="list-style-type: none"> ▪ We have good opportunities for cultural and artistic expression. ▪ We enjoy the urban vitality and good lifestyle quality in Waverley. ▪ We love our beachy culture.
We act together as a compassionate society	<ul style="list-style-type: none"> ▪ We live in a fair, harmonious, cohesive and inclusive society. ▪ We want to expand compassion in our society for the most vulnerable.
The beauty of our beaches, cliffs and coastal lands endures	<ul style="list-style-type: none"> ▪ We strongly agree our coastal environment is retaining its beauty. ▪ Our beach facilities and parks are clean. ▪ We respect the natural landscape. ▪ We're happy with pollution control. ▪ We're more satisfied with the removal of dumped rubbish.
The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts	<ul style="list-style-type: none"> ▪ Benefits of urban density in Waverley are good, although they are often outweighed by the disadvantages. ▪ The place is looking better in terms of preservation of architecture from graffiti. ▪ We're more satisfied with Council's building development and urban planning controls.

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;">Strengths of our performance in achieving the vision and sustainability</p>	
Vision	Strengths
Vital services are fully accessible	<ul style="list-style-type: none"> ▪ Quality education is accessible. ▪ Hospital, medical and mental health services meet our needs. ▪ We are getting better opportunities to access affordable child care. ▪ We are more satisfied with all of Council's services.
Scarce resources are conserved and fairly shared	<ul style="list-style-type: none"> ▪ Recycling, green waste and other household waste management services are well run.
Local economic prosperity provides opportunity for all	<ul style="list-style-type: none"> ▪ In general we have a comparatively high level of socioeconomic advantage. ▪ We can find work close to home. ▪ Our unemployment is low and dropping. ▪ Retail and lifestyle service businesses are attracted to commercial premises throughout Waverley. ▪ Economic potential is being released by appropriate planning. ▪ We can share in the prosperity of our area.
As a local community we have the courage to take a leading place in achieving the environmental aims of a global society	<ul style="list-style-type: none"> ▪ We value and respect the environment. ▪ We are increasing use of renewable energy sources. ▪ We're more satisfied with Council's environmental management, education and planning.
We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future	<ul style="list-style-type: none"> ▪ Our Council's is showing quite a strong level of leadership in planning for a sustainable environment. ▪ More of us trust our Council. ▪ When we call them for help, our Council's staff are willing to understand, knowledgeable and professional and handle our requests quite well. ▪ Our Council is providing services that we want and that are reasonably good value for money. ▪ We have good confidence in the fairness and efficiency of the justice system. ▪ We are reasonably optimistic that leaders and partners in government will be able to work together to deliver the vision for Waverley.

These are all great characteristics and results.

In each area of the vision, however, we have residual aspirations and areas of concern that are not getting enough attention as shown below. It will be necessary to find ways to efficiently address these concerns in *Waverley Together 3*.

Waverley Together 2 towards Waverley Together 3

Areas of concern in sustainability and development of policy and strategy

Vision	Focus of concern
We are safe	<ul style="list-style-type: none"> ▪ Safety in travel
We are reconciled with and value our indigenous past	<ul style="list-style-type: none"> ▪ Indigenous reconciliation and preservation of indigenous heritage
Connections within families and between generations can remain unbroken	<ul style="list-style-type: none"> ▪ Housing affordability ▪ Cost of living
We are inspired and able to renew our physical and spiritual wellbeing	<ul style="list-style-type: none"> ▪ Access to healthy lifestyle opportunities by the disabled ▪ Low levels of active travel ▪ Access to police services for those in stressed personal wellbeing ▪ Social exclusion ▪ Unrestful or crowded lifestyles associated with high density living
Everyone is welcome to participate positively in community life	<ul style="list-style-type: none"> ▪ Access and social inclusion opportunities for the disabled and for indigenous people
We can express our essential selves through our traditions, our arts, our cultures and our lifestyles	<ul style="list-style-type: none"> ▪ Arts and entertainment facilities ▪ Indigenous expression ▪ Appreciation of local history and cultural achievements
We act together as a compassionate society	<ul style="list-style-type: none"> ▪ Exclusion of those on the margins or in vulnerable circumstances
The beauty of our beaches, cliffs and coastal lands endures	<ul style="list-style-type: none"> ▪ Streetscape appearance ▪ Cleaning and greening ▪ Dumped rubbish ▪ Expected sea level rise ▪ Increasing coastal erosion
The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts	<ul style="list-style-type: none"> ▪ Increasing density and population ▪ Control of building activity ▪ Congestion and amenity impacts associated with density ▪ Balance of benefits of high density living with disadvantages
Vital services are fully accessible	<ul style="list-style-type: none"> ▪ Access to services, shops and other facilities by the disabled ▪ Parking availability for the disabled ▪ Misuse of the Mobility Parking Permit system ▪ Access to disability support services ▪ Access to child care services ▪ Access to family support services
Scarce resources are conserved and fairly shared	<ul style="list-style-type: none"> ▪ Excessive demand for and consumption of road and parking resources ▪ Unfair sharing of limited parking resources ▪ Shortage of affordable housing ▪ Waste conservation and resource recovery ▪ Energy consumption ▪ Water consumption
Local economic prosperity provides opportunity for all	<ul style="list-style-type: none"> ▪ Capacity to realise the economic potential of newly adopted LEPs ▪ The narrowness of our services-based local economy

<i>Waverley Together 2 towards Waverley Together 3</i> Areas of concern in sustainability and development of policy and strategy	
Vision	Focus of concern
As a local community we have the courage to take a leading place in achieving the environmental aims of a global society	<ul style="list-style-type: none"> ▪ Energy consumption ▪ Water consumption ▪ Modes of travel ▪ Environmental leadership and partnerships
We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future	<ul style="list-style-type: none"> ▪ Integrated planning within local government and between partners in government ▪ Industry structure for local government ▪ Best practice governance by the Council ▪ Community engagement ▪ Incorporation of community views into development of plans for reaching sustainability at the lowest long run cost ▪ Confidence in leadership across the different levels of government

Our capacity as a community to bridge the gap between the vision and current reality on these areas of concern is considered to be reasonably strong but is heavily dependent on:

- the ability of all levels of government to sustain services and remain financially viable,
- the capacity of all levels of government to integrate their plans in the next decade and lead with great and collegiate governance systems, and
- the quality of engagement we develop to create productive partnerships between government, business and the community.

There is capacity to sustain services and renew assets to a standard that will deliver the desired levels of service – to a certain extent. Governments are healthy overall financially, although in the long term there is some vulnerability in parts of the Local Government sector. Waverley is one of the councils facing challenges in achieving financial sustainability over the longer term. However, we have excellent long term planning and community engagement processes in place and have the capacity in partnership with our community to overcome this issue.

Increased investment in assets by all levels of government and some policy and strategy shifts will be required, along with excellent financial planning, investment performance and efficiency programming if we are to overcome these concerns.

Section 5 provides some insights into how directions and strategies could be refined in *Waverley Together 3* to assist our community to realise their vision and QBL sustainability by 2022. It also provides some insights into government sector reforms required to secure our contribution to the community's vision. These too will need to be built into *Waverley Together 3*.

2. Progress towards the vision of *Waverley Together 2*

In February 2010, after significant community consultation, Waverley Council adopted, on behalf of the Waverley community, the following vision for quality of life to be achieved in Waverley by 2022 in terms of quadruple bottom line sustainability.

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

everyone is welcome to participate positively in community life

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

*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*

and

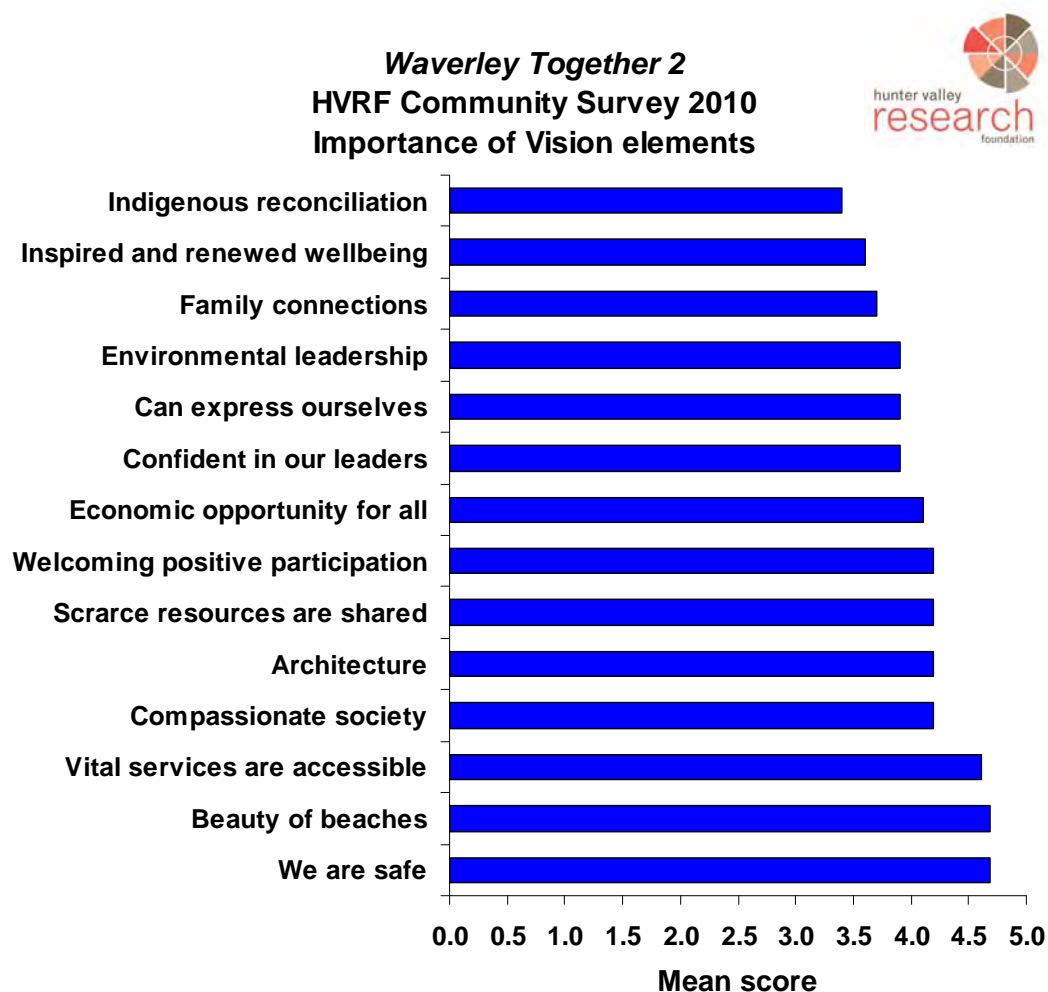
*we are confident our leaders will reflect thoughtfully on our views and best interests
when making decisions for our future*

These are the aspirations of our hopeful generation.

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

In late 2010, in association with community consultation about raising rates for services, Council engaged Hunter Valley Research Foundation to independently conduct a statistically valid community survey³ to, among other things, determine support for the above vision. The result was that almost 90% of the survey respondents supported the vision as a whole. In relation to the importance of the 14 individual elements of the vision the respondents gave them an average importance rating of 4.1 out of 5.

In short, this vision is strongly supported by the Waverley community.



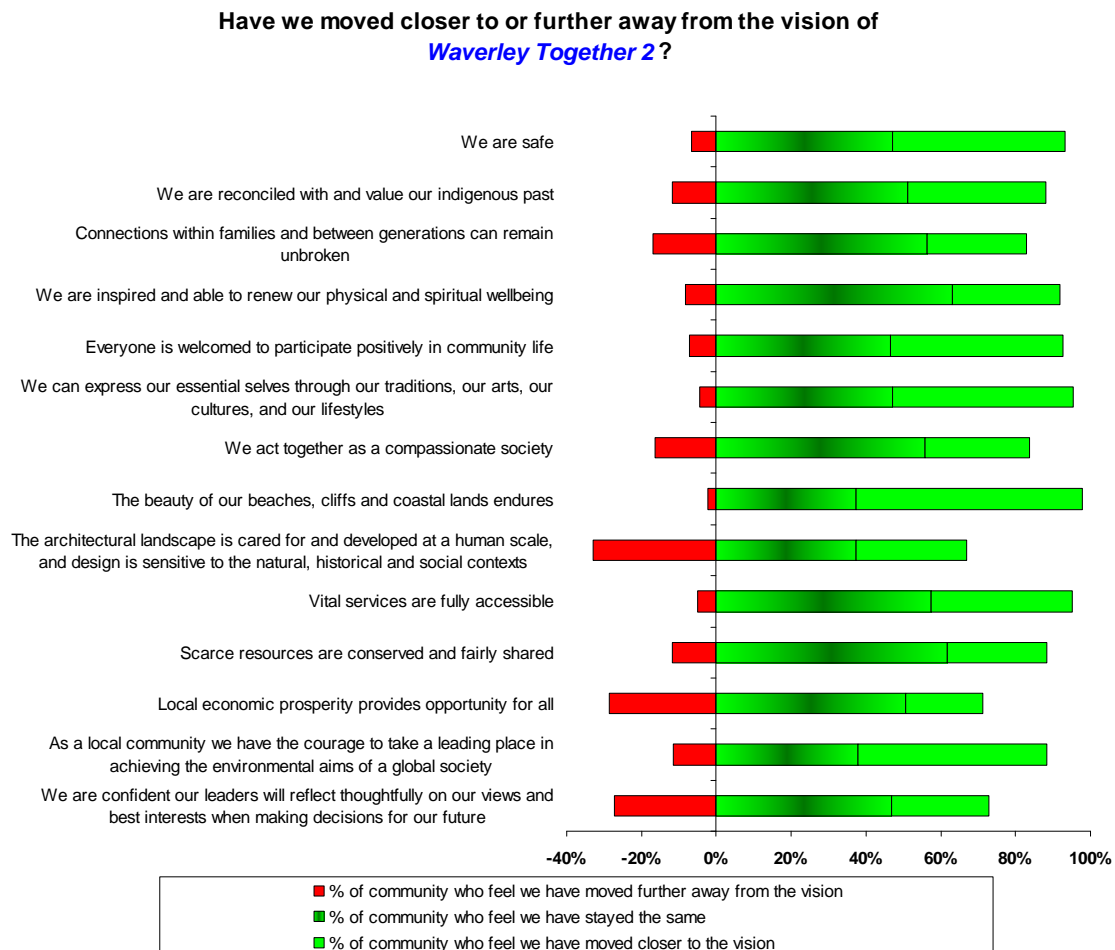
Perceptions of progress toward this vision have been monitored for this report via the 2012 HVRF Resident Survey. As stated above, progress on targets to meet the vision has also been calculated via a number of physical measures.

Detailed results are as follows.

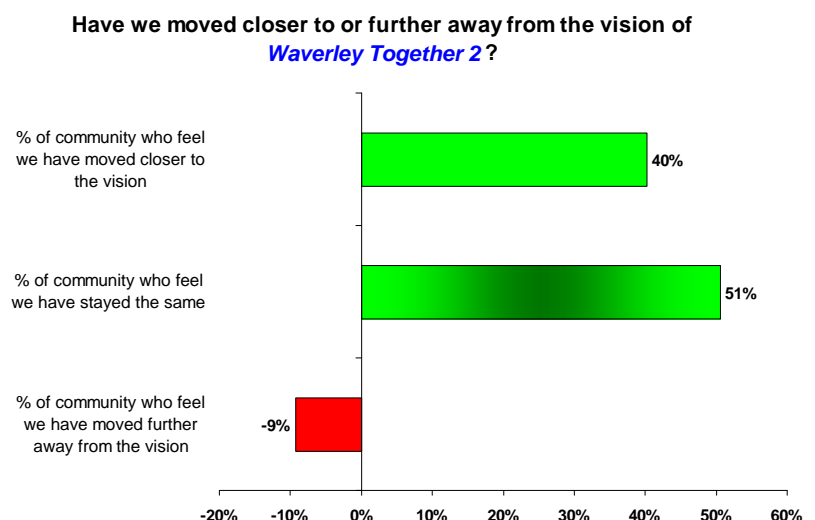
³ See References Section for details of the 2010 statically valid survey of Waverley residents by Hunter Valley Research Foundation.

2.1 Perceptions of progress towards the vision

Residents generally rated quality of life in Waverley as having moved *closer* to the vision over the last three years. On all 14 elements of the vision the proportion of residents who said we had stayed the same or moved closer to the vision outweighed the proportion who felt we had moved away from the vision.



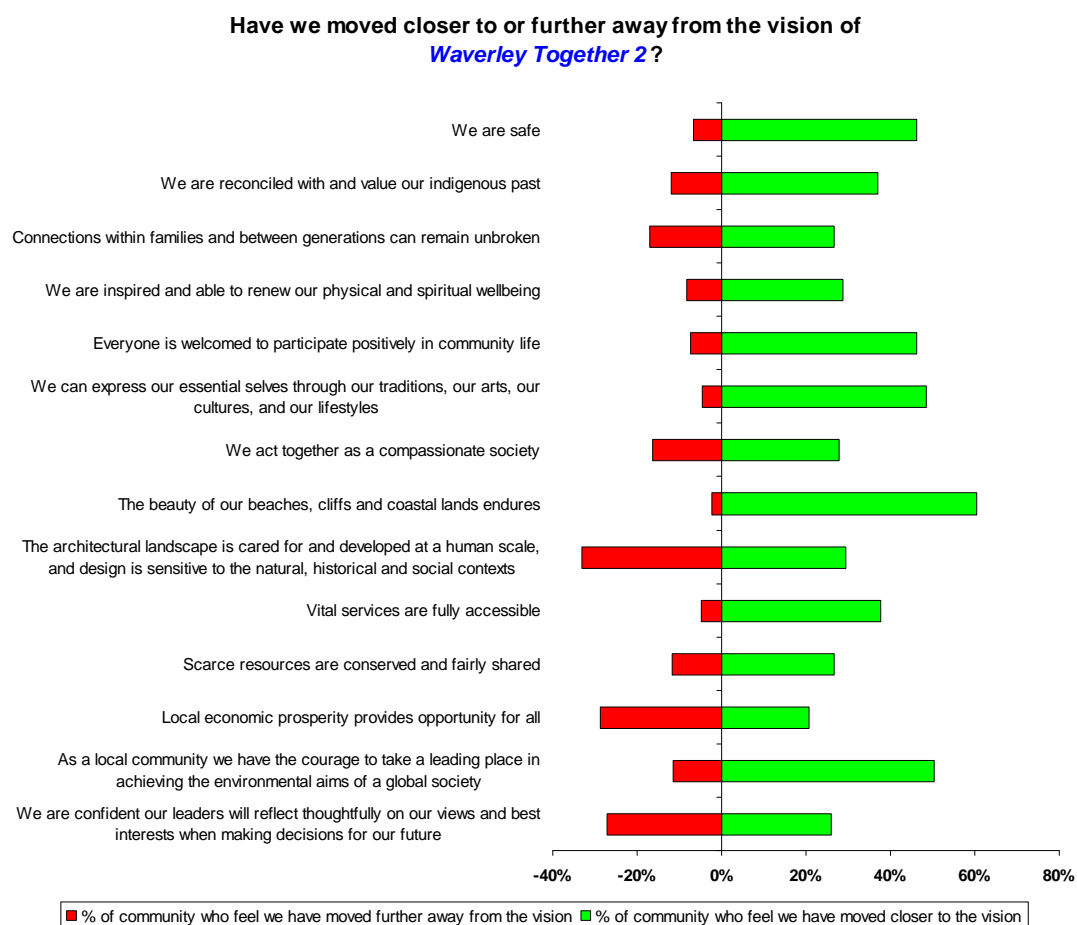
The most common response was that quality of life in Waverley has *stayed the same* over the last three years, or moved closer to the vision in terms of the enduring beauty of our beaches, cliffs and coastal lands, personal safety, participation in community life, and accessibility of services. This lines up with other data on physical measures for these items.



A clearer picture of the balance of opinion on each element is seen by simply considering those who feel an element of the vision has got worse against those who feel it has got better.

This shows that on 11 of the 14 elements, the proportion of us who feel life has got better outweighs the proportion of us who don't. However, on 3 of the elements the proportion of us who feel life has got worse outweighs those who feel it has got better. Those 3 elements are:

- the architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts;
- local economic prosperity provides opportunity for all; and
- we are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future.



These results only partly line up with other data in the report. That is, when all data are taken into account the reality is at odds with perceptions in the last four of the 14 vision elements as shown here.

The following sections analyse this variation in detail.

<i>Waverley Together 2 Vision</i>		
Vision elements where data on perceived progress and physical conditions don't align	Perception of progress towards the vision	Progress taking into account perception and physical measures
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	←	← →

2.2 Performance in approaching the vision

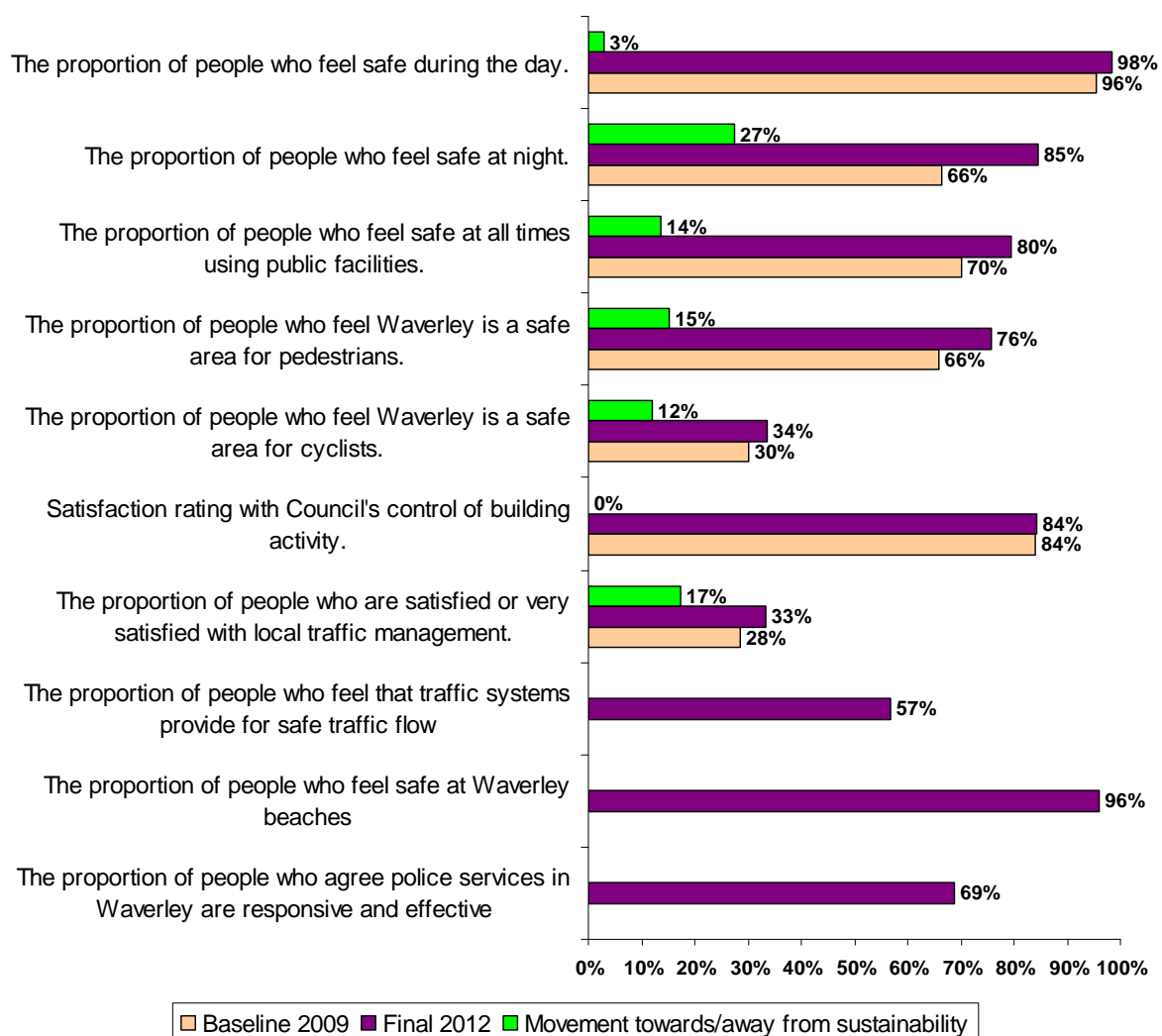
Our community's movement toward the quality of life we want is not uniform across the 14 elements of the vision. Details on movement towards sustainability are analysed below for each separate element of the vision as a guide to policy development for *Waverley Together 3*.

2.2.1 Vision element 1

Vision element: **We are safe.**

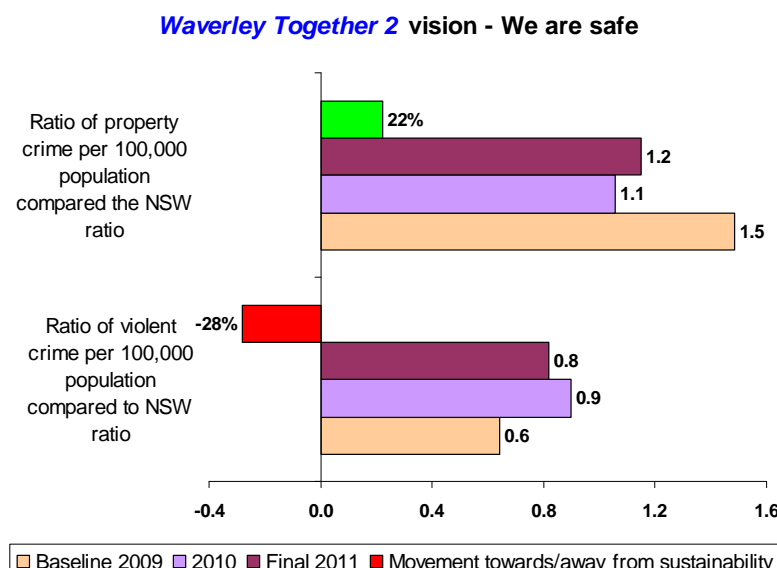
- Overall our movement towards safety is going in the right direction. There is a consensus that we are feeling safer as a community. Crime and other data also indicate clearly that Waverley is quite a safe place to live, although safety in travel, particularly by cycling, is a concern.

Waverley Together 2 vision - We are safe



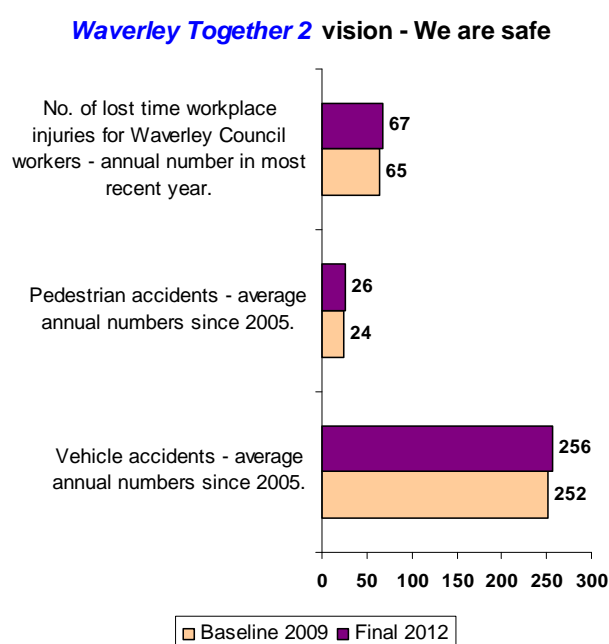
In terms of physical measures of safety, the ratio of violent crime per head of population has worsened slightly compared to the ratio for NSW. However, overall this ratio for Waverley remains lower than the state average. Waverley is still quite a safe place in terms of violent crime.

The ratio of property crime to population has improved but we are tracking at a higher property crime rate per head of population than NSW. Our ratios for crime in stealing from retail stores and persons are significantly higher than the NSW ratio, although they have improved markedly since 2008 when they were triple the ratios for NSW.



Overall our safety appears to be most impacted by travel. Pedestrian and vehicle accidents have increased slightly compared to the base year. This would tend to verify the sense we have conveyed above about feeling less safe when cycling and in traffic than in other situations. There is a perception that safety in traffic has improved but the physical measures suggest there is still some way to go in achieving satisfactory levels of safety on the roads.

Safety in the workplace at Council has also deteriorated slightly from the baseline year in terms of sheer numbers of lost time injuries. This trend obviously needs to be reversed.

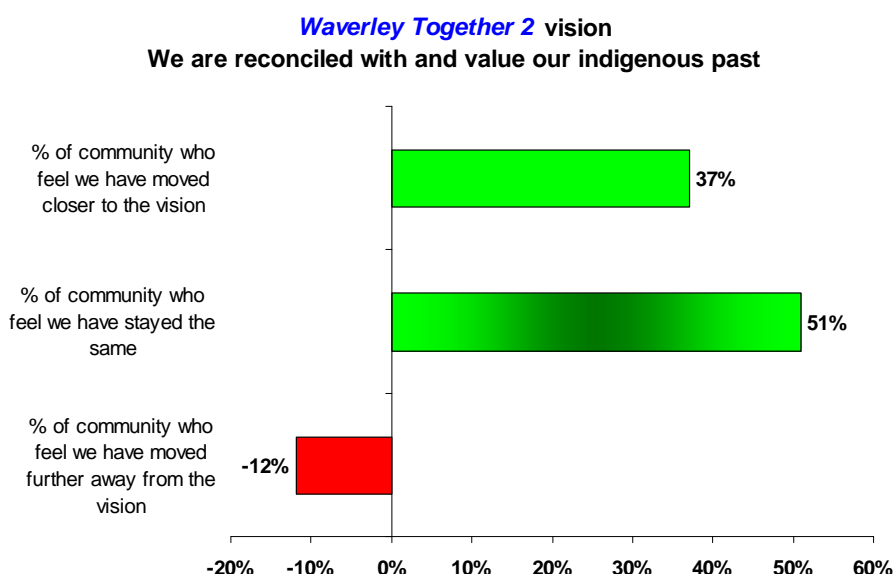


2.2.2 Vision element 2

Vision element: **We are reconciled with and value our indigenous past.**

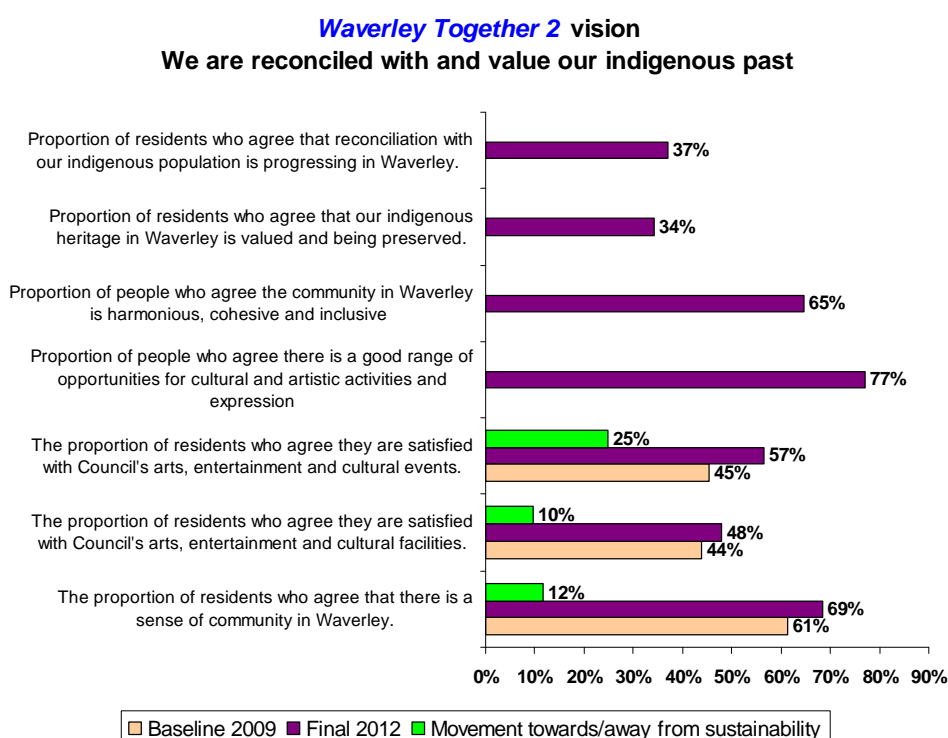
→ Overall our movement towards reconciliation with and value of our indigenous past is going in the right direction.

The proportion of us who feel we have stayed the same or moved closer to indigenous reconciliation significantly outweighs the proportion of us who feel we have moved away from it.



There has also been an improvement in the sense of community in Waverley, suggesting an increasingly inclusive society. And satisfaction with arts entertainment and cultural events and facilities has improved, implying that there are better opportunities for cultural cohesion involving both indigenous and multicultural groups.

However, about half of the respondents in the 2012 HVRF Survey, when asked if they agreed that indigenous reconciliation and preservation of indigenous heritage is progressing, either didn't know or were neutral, suggesting perhaps some continuing indigenous marginalisation. Data on these two aspects of indigenous inclusion constitute a good baseline for future monitoring of progress with reconciliation. This is an area for further policy consideration.



2.2.3 Vision element 3

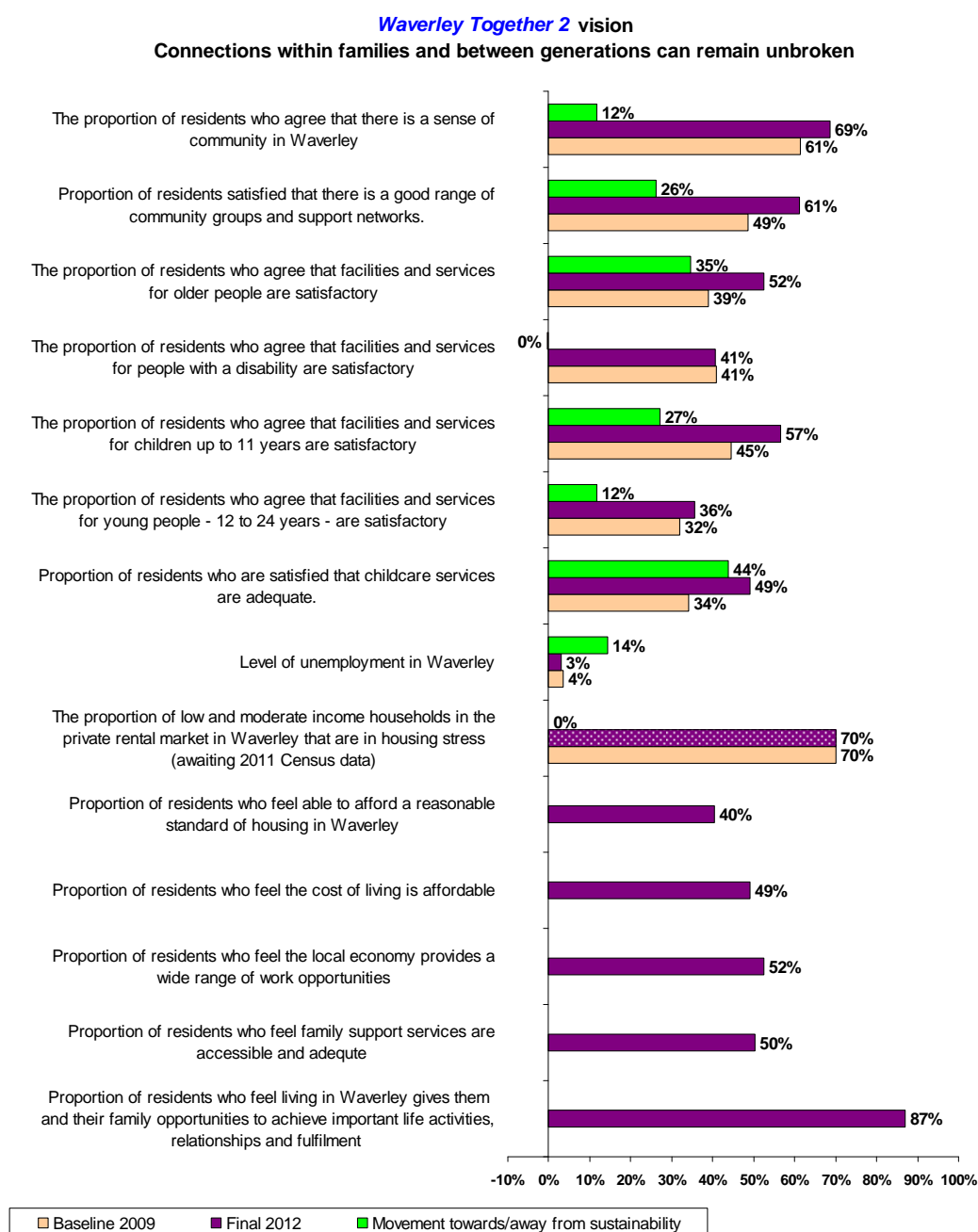
Vision element: **Connections within families and between generations can remain unbroken.**

→ Overall our capacity to maintain connections within families and between generations is going in the right direction.

Waverley is an area with a high cost of living. This is a major influence on the capacity of families to ensure that they can continue to live in the area. Factors sufficing to assist successive generations to stay here include the good prospects for employment, the strong networks of community based support groups, clearly targeted and valued services for seniors and children, and the strong sense of community overall.

Some challenges to maintenance of family connections obviously arise from affordability of housing, which is stressful for a significant majority (70%) of low and moderate income households. Additionally, the proportions of residents who feel they are able to afford reasonable standards of living and housing in Waverley are discouragingly low – both less than 50%.

Family support services are considered to be accessible and adequate by 50% of people which may seem a poor score. However, 50% of respondents in the HVRF survey either didn't know or were neutral on this item, suggesting that those who do need these services are able to access them and find them adequate.

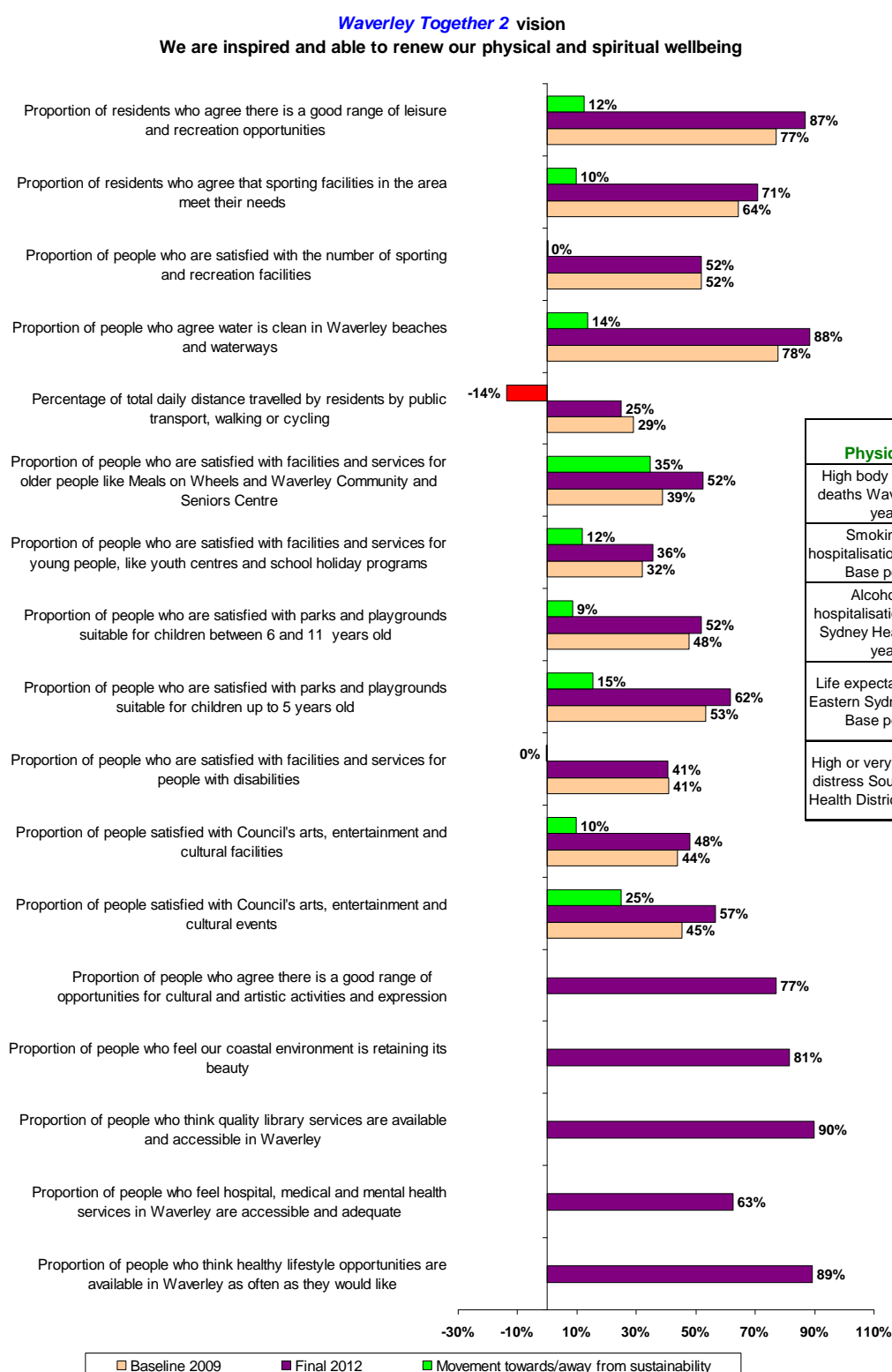


2.2.4 Vision element 4

Vision element: **We are inspired and able to renew our physical and spiritual wellbeing.**

→ Overall our capacity to renew our physical and spiritual wellbeing is going in the right direction.

Aspects of life in Waverley that help us to stay healthy and achieve a sense of wellbeing and happiness appear to include the inspiration provided by our coastal landscape and clean waters and the range of active and passive recreation, sporting and cultural event opportunities available in the area.



Waverley Together 2 Physical and mental health baselines		
High body mass attributable deaths Waverley LGA - Base year 2006/07	Rate per 100,000 pop.	34.3
Smoking attributable hospitalisations Waverley LGA - Base period 2008/10	Rate per 100,000 pop.	565.2
Alcohol attributable hospitalisations South Eastern Sydney Health District - Base year 2010/11	Rate per 100,000 pop.	646.7
Life expectancy at birth South Eastern Sydney Health District - Base period 2003/07	Years expected	83.2
High or very high psychological distress South Eastern Sydney Health District - Base year 2010	% of population	9.8

In terms of our actual physical and mental health, we are in better health per 100,000 head of population than the average for NSW. However, there are still some areas of concern in our ability to maintain a healthy lifestyle, particularly for people with disabilities and young people. We also appear to be moving away from opportunities to engage in active travel. This would suggest that there is a need for:

- service review and integrated planning to achieve more effective access to government and community based services by people with disabilities; and
- ongoing policy development, promotion and education in relation to active travel.

2.2.4.1 Personal wellbeing and community wellbeing in Waverley

As part of the 2012 HVRF Resident Survey, Council has undertaken its first assessment of the personal wellbeing of Waverley residents. The reason for this study is that the measurement of personal wellbeing enables analysis of relationships between *personal* wellbeing and indicators of *community* wellbeing, such as employment status, self-rated poverty, health, relationship status, and the like. Understanding the relationship between personal wellbeing and community wellbeing in turn enables governments to fine tune policies that will make the most difference to the quality of people's lives and overall happiness, especially for those with the lowest wellbeing.

For instance, HVRF has conducted three waves of wellbeing studies in the Hunter Region. In each of these studies the same group of community indicators have been found to have significant relationships with personal wellbeing. In particular, being unemployed, perceiving themselves as poor or very poor, not satisfied with current accommodation, or not satisfied with neighbourhood, each significantly increased the odds of that person having a low wellbeing score.

The HVRF Wellbeing Watch publications provide details of the rationale for the Index. The six dimensions of the Wellbeing Index are:

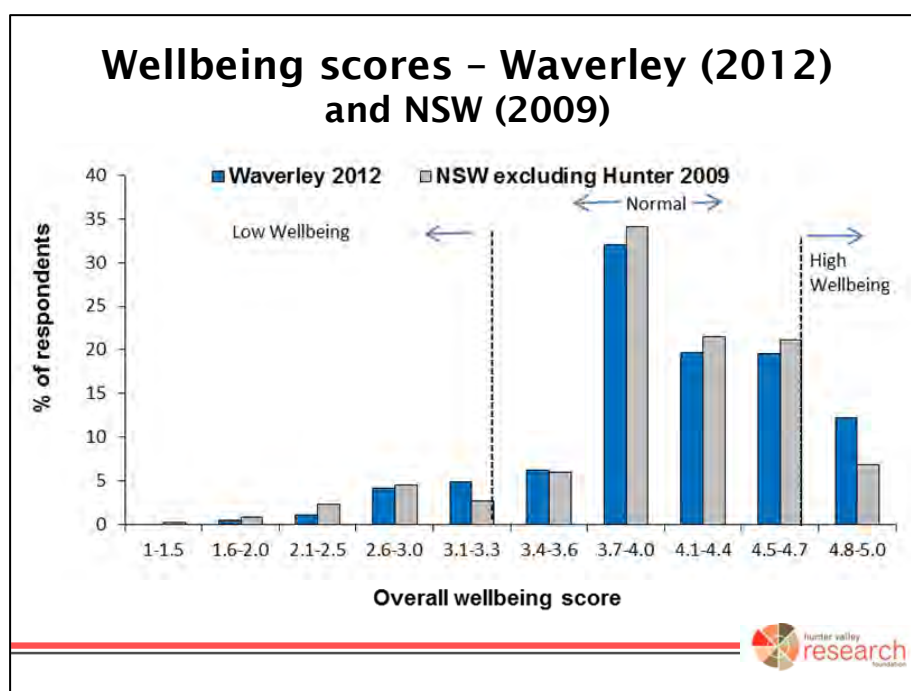
- happiness with the overall circumstances of the respondent's life in the past 4 weeks,
- satisfaction with achievements, looking back on life,
- overall, how valued they feel by others they know,
- satisfaction with their current standard of living,
- optimism about their future, and
- satisfaction with life as a whole.

The 2012 Waverley community survey included the HVRF Wellbeing Index questions, together with some related questions, on an experimental basis to explore similar relationships in Waverley, as potentially an additional and novel baseline for assessment of progress over time towards achievement of the community vision for quality of life by 2022. The additional questions addressed:

- satisfaction with health,
- satisfaction with personal relationships, and
- feeling part of the community.

Overall, based on results of the 2012 HVRF Resident Survey, personal wellbeing in Waverley appears to be slightly higher than average wellbeing across metropolitan NSW. The comparison group for these results excludes the Hunter and is dominated by the high proportion of the Sydney residents in the NSW population. This means it is effectively a comparison of Waverley residents' views of their personal wellbeing compared to metropolitan Sydney residents.

The mean Wellbeing Scores of 4.1 for Waverley, and 4.03 for NSW excluding Hunter are both within the normal range for the HVRF Wellbeing Index, and suggest that overall wellbeing in Waverley in early 2012 was equal to or better than that for Sydney as a whole in mid-2009.



There were no significant differences in mean wellbeing score in Waverley by gender or length of residence. The youngest respondents (aged 16 to 24) had a significantly higher average wellbeing score than did those aged 25 to 49, although not significantly different from the average score for older respondents. This outcome was substantially affected by the significantly higher level of satisfaction among the youngest group with their standard of living. This is a likely reflection of the high proportion of respondents in this group who were living at home with family or in a property owned by family.

Which community indicators affect personal wellbeing the most in Waverley?

HVRF examined the relationship between personal wellbeing and community wellbeing in terms of the answers given by respondents in the survey on 16 different factors of community quality of life. The result was that those who reported the lowest personal wellbeing were statistically likely to have also disagreed that:

- police service are responsive and effective,
- high density benefits outweigh disadvantages,
- there is a sense of community in Waverley,
- they know their neighbours,
- the cost of living is affordable,
- the community is harmonious and cohesive, and
- the community is supportive and compassionate.

This implies that development of policies and services in the areas of urban living and management of the effects of density, affordability of housing and increasing community cohesion and inclusiveness would have some significant impact on quality of life for those with the lowest overall wellbeing in the community.

2.2.5 Vision element 5

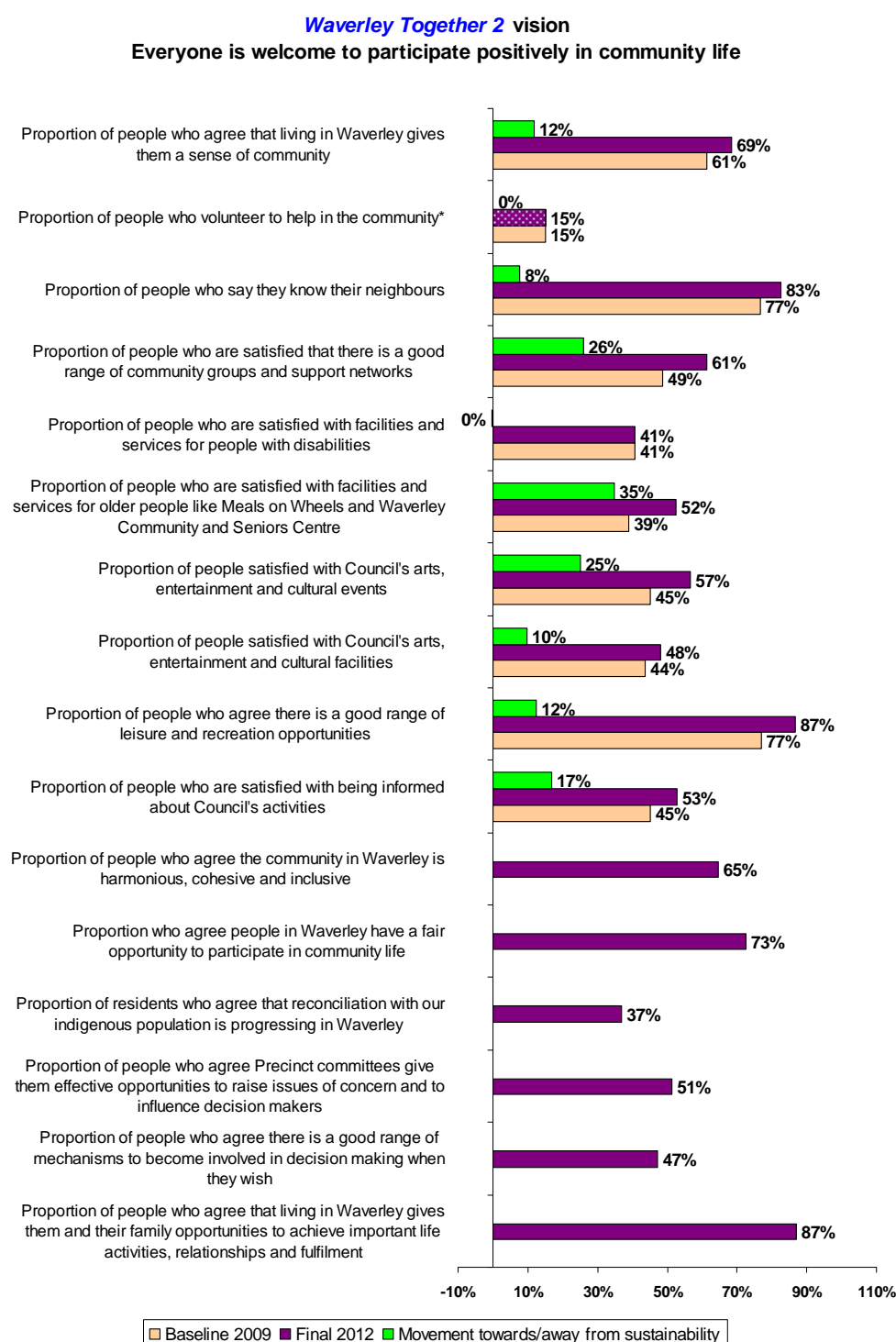
Vision element: **Everyone is welcome to participate positively in community life.**

→ Overall opportunity for positive participation in community life is going in the right direction. There is agreement that Waverley has a harmonious, inclusive and welcoming community.

Strengths in inclusiveness consist in the opportunities we have to enjoy leisure, sport, recreation and cultural activities together.

Volunteering is also a strength with Waverley having a slightly higher proportion of volunteering (15.3%) than the Sydney average (14.8%), according to the ABS 2006 census. *Census data for 2011 are not yet available to update the 2006 baseline figure for volunteering.

Creating access and social inclusion opportunities for the disabled and for indigenous people should continue as a priority for government agencies. Greater communication on the activities of government, particularly the Council, would also promote inclusiveness.

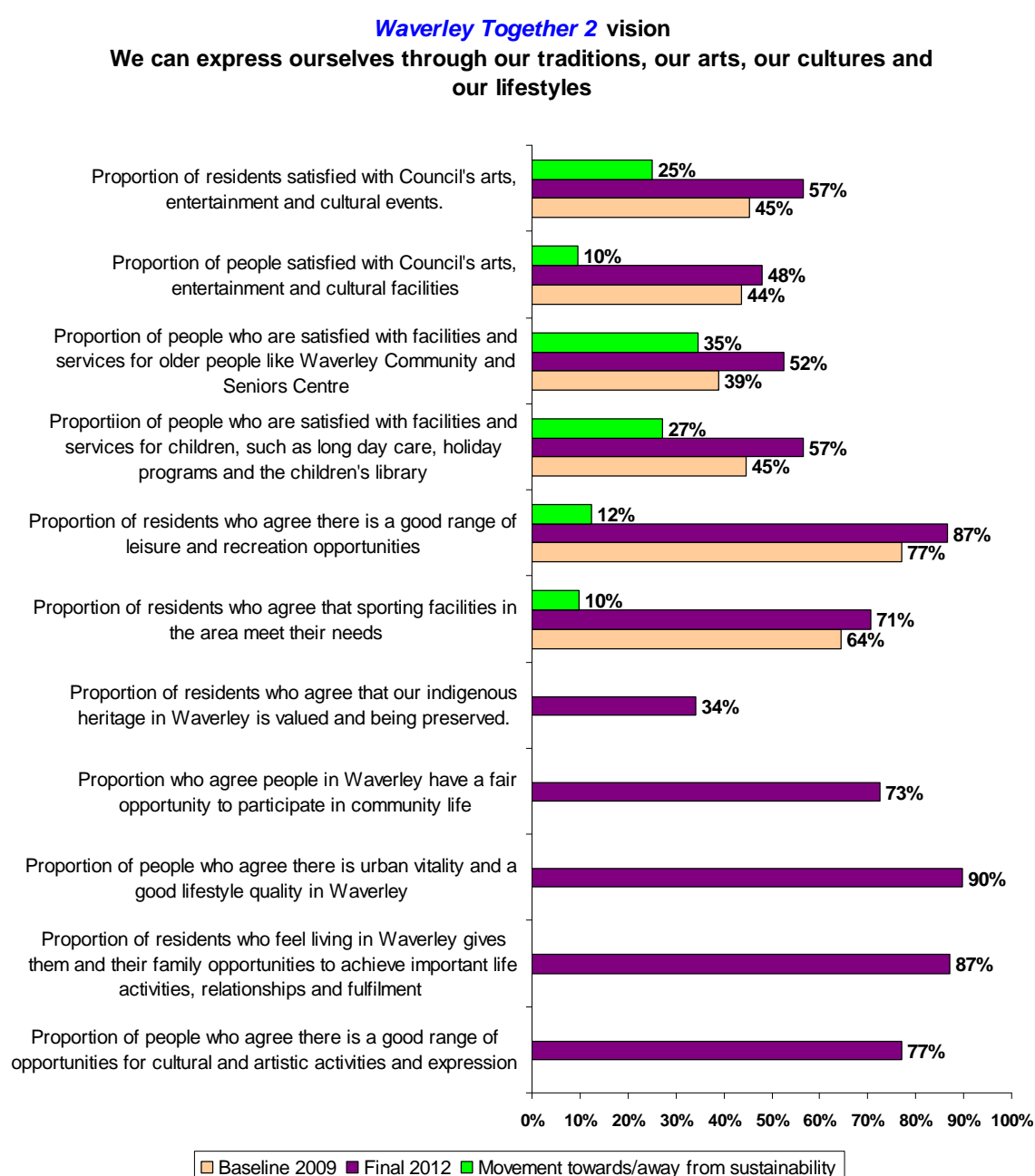


2.2.6 Vision element 6

Vision element: **We can express our essential selves through our traditions, our arts, our cultures and our lifestyles.**

→ Overall our ability to express ourselves culturally, artistically and through our traditions and lifestyles is going in the right direction.

Clearly Waverley residents enjoy a vital lifestyle with capacity to define themselves through art and express the variety of their cultures and differences in an actively appreciative environment; and this is improving. Waverley also has a strong sporting culture and lifestyle as demonstrated particularly in things like commitment to the 100 year tradition of the surf life saving movement. These opportunities should be maintained through continued support of cultural and sporting facilities and events.



2.2.7 Vision element 7

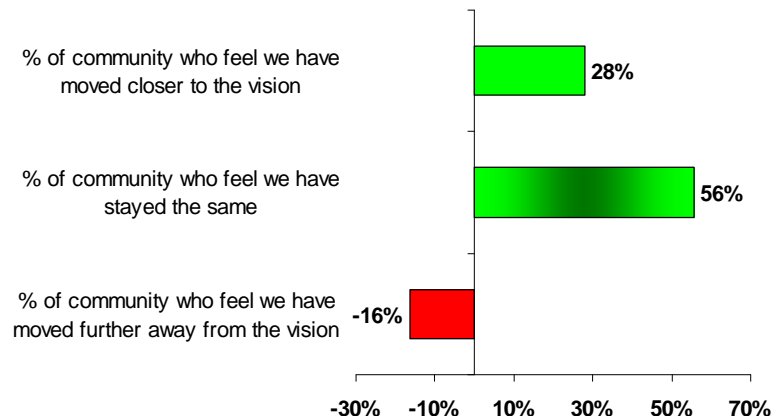
Vision element: **We act together as a compassionate society.**

→ Overall our capacity and commitment to act together as a compassionate society going in the right direction.

The proportion of us who feel we have moved closer to our vision of acting together and compassionately, significantly outweighs the proportion who feel we have moved further away from this aspect of the vision.

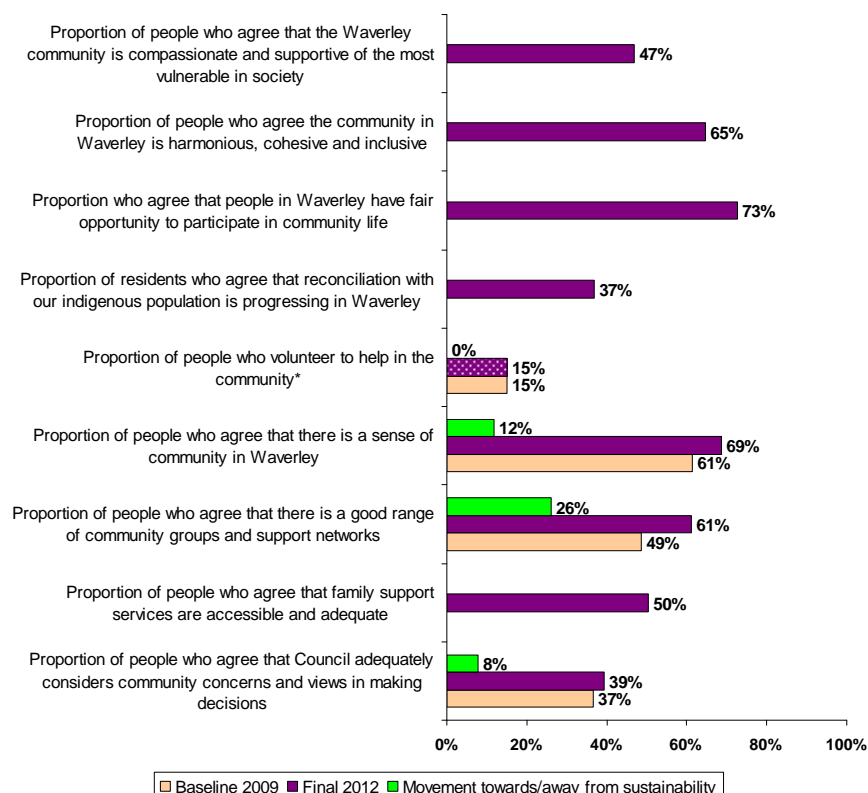
However, it would seem that only 47% of us feel the Waverley community is compassionate and supportive of the most vulnerable in society. Overall this implies that, while we're moving in the right direction, we may still have some way to go to realise a compassionate and actively inclusive society for the most vulnerable.

Waverley Together 2 vision
We act together as a compassionate society



Data on inclusion of the most vulnerable in our society constitute a good baseline for future monitoring of our progress as a compassionate society. This is an area for further policy consideration.

Waverley Together 2 vision
We act together as a compassionate society

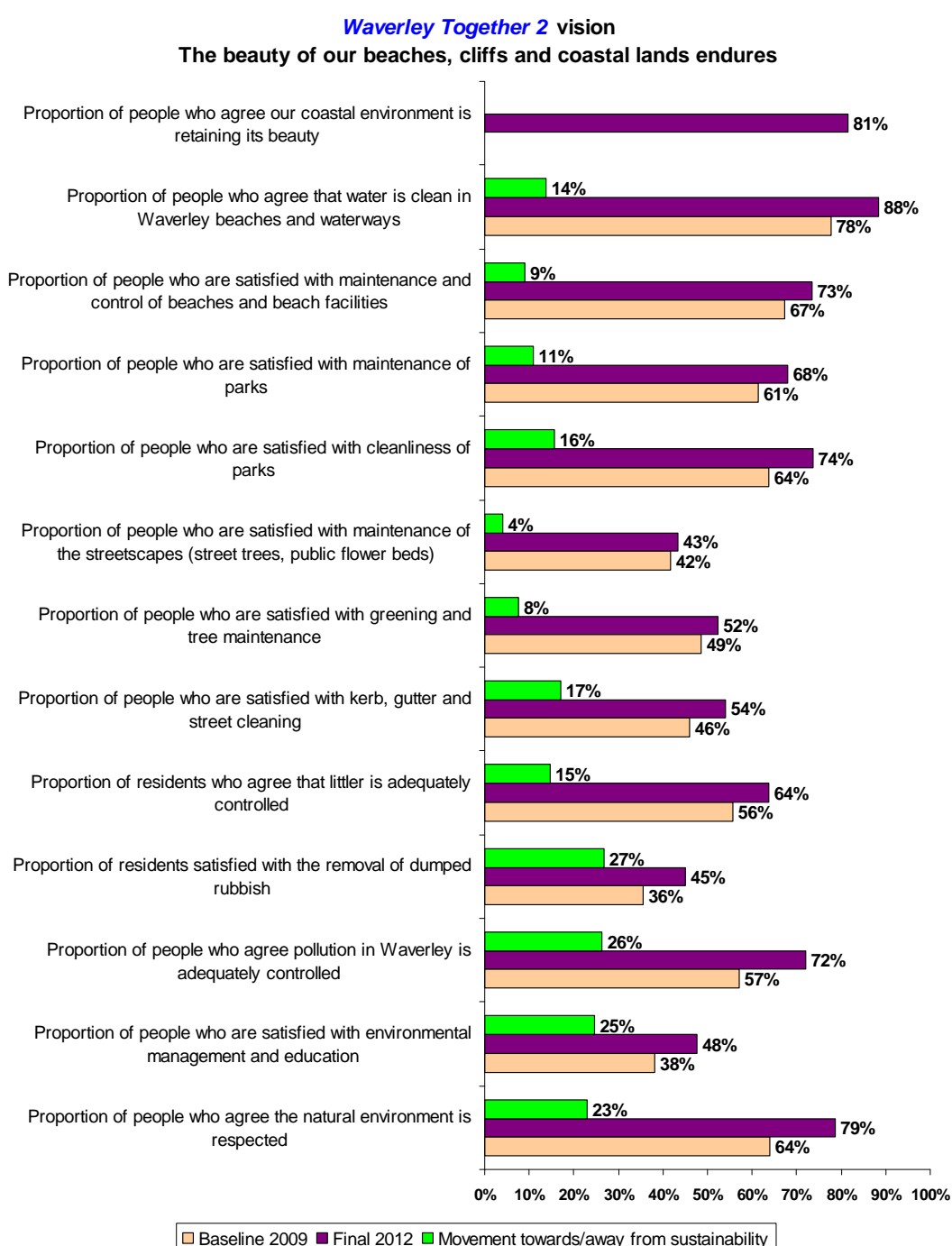


2.2.8 Vision element 8

Vision element: **The beauty of our beaches, cliffs and coastal lands endures.**

→ The perception is that the beauty of our beaches, cliffs and coastal lands is enduring and we are moving in the right direction towards its protection.

On several measures Waverley is maintaining and improving its physical beauty. We clearly think the beaches, parks and streets are cleaner and looking better. However, less than half of us think management of the environment, particularly in terms of dumped rubbish and streetscape aesthetics is satisfactory. The place doesn't yet look quite as good as we would like, but it's getting there.



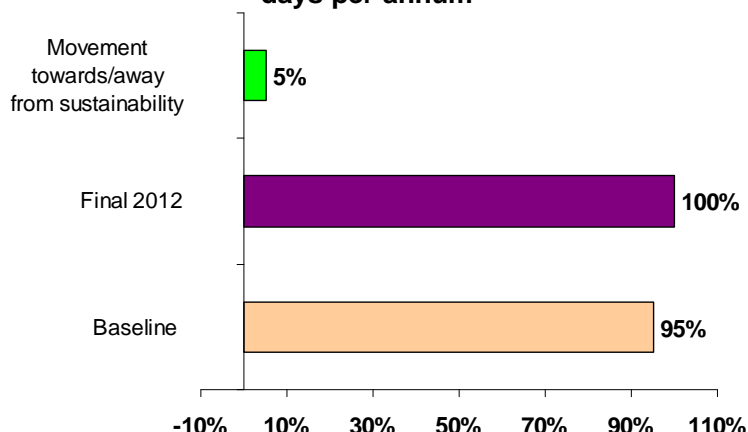
Beach water quality is staying steady and provides a good physical indicator that pollution from a variety of sources is being adequately controlled.

Parks are also greener on a consistent basis due to recent installation of systems for retention and harvesting of stormwater and bore water in Bronte, Bondi, and various other reserves.

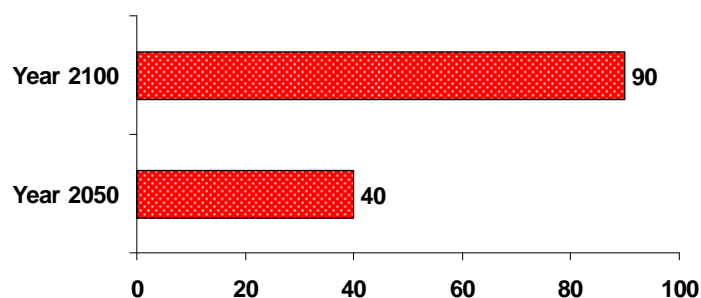
Recent studies have shown, however, that the coastal environment, including our cliffs and seaside retaining walls, is under threat from climate change factors. This adds weight to the view that, regardless of perceptions and views on whether climate change is real, from a planning perspective precautionary steps should be taken to mitigate potential effects. A business as usual approach by government on this matter would not be in the interests of Waverley's coastal assets.

Waverley Together 2

Movement from baseline of 347 clean beach days per annum

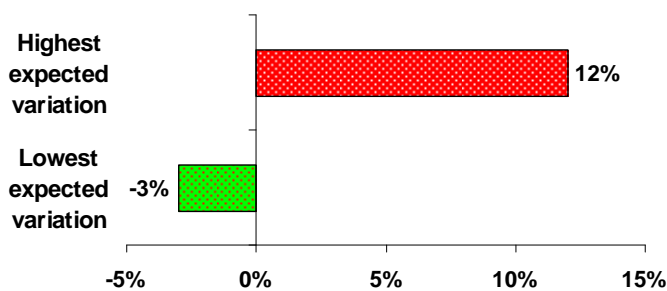


NSW Government Sea Level Policy - Expected sea level rise for NSW coast



Expected centimetres of sea level rise above 1990 mean sea levels

UNSW and DECC - Range of expected increase in 1 in 40-year rainfall events pa

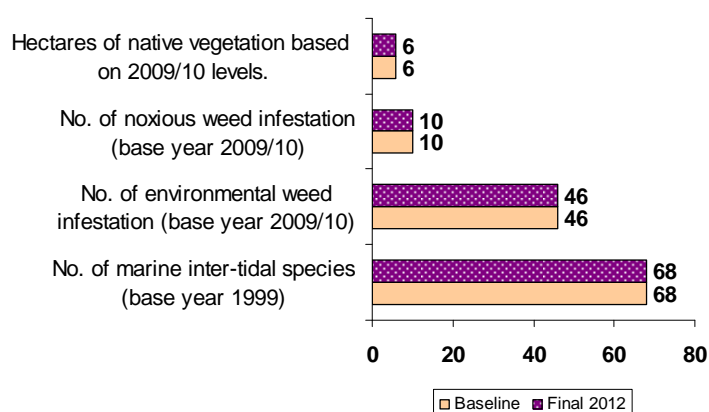


Lowest expected variation Highest expected variation

In terms of protection of the ecology of the coastal landscape, baseline data for vegetation, and intertidal flora and fauna have been established since *Waverley Together 2* was adopted. The next phase of monitoring against the baselines, due to commence in 2014 and 2015, should shed light on areas for attention in the next decade.

Waverley Together 2 vision

The beauty of our beaches, cliffs and coastal lands endures



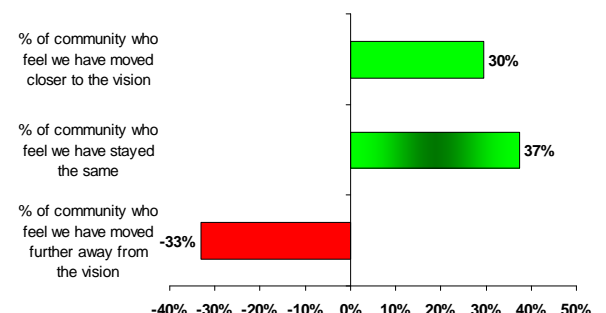
2.2.9 Vision element 9

Vision element: **The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts.**

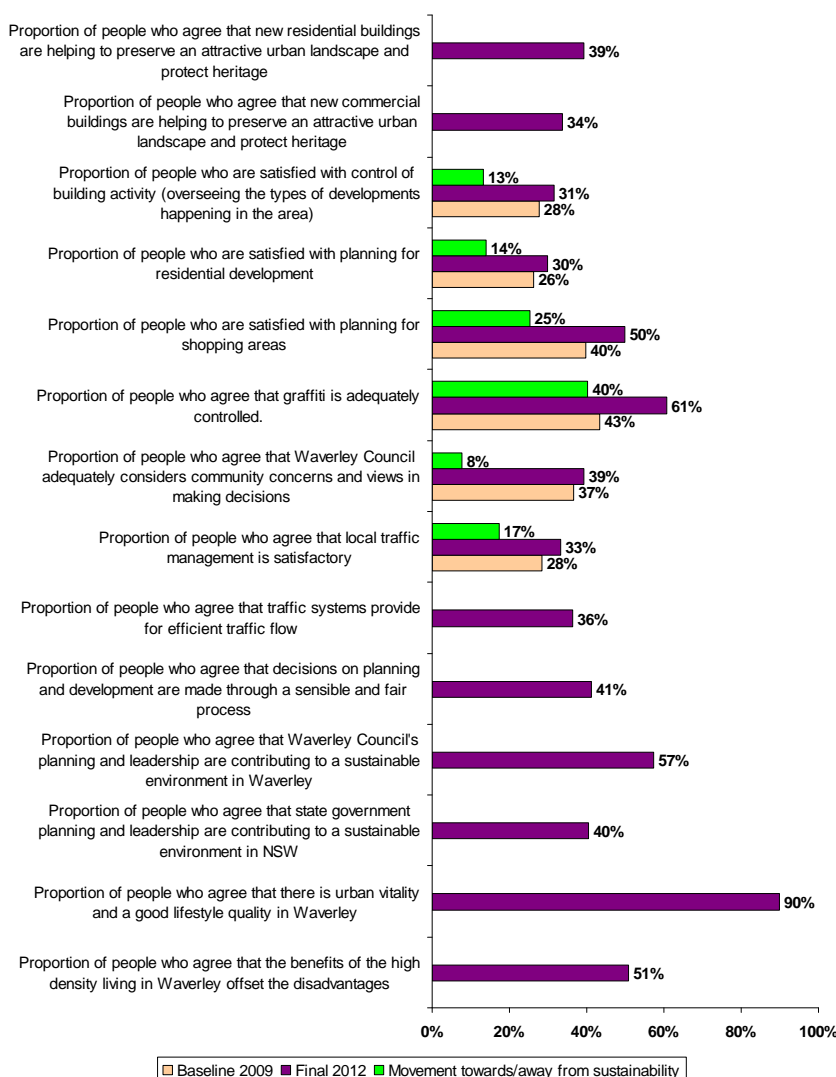
← Our perception is that architecture, design and urban density issues are improving in some respects but on balance the community is inclined to the view that we are moving in the wrong direction.

Waverley is the most densely populated LGA in Australia. Urban density and associated issues of high rise architecture, approvals of intensified development (with increased population density), congestion and the look and feel of buildings were of significant concern to the community when *Waverley Together 2* was developed. They are still of concern now, in as much as the proportion of people who think we have moved away from sustainability on this factor slightly outweighs the proportion of people who think we have moved towards it.

Waverley Together 2 vision
The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts



Waverley Together 2 vision
The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts



The place is looking somewhat better in terms of defaced architecture (more of us are satisfied with graffiti removal). But otherwise less than half of us are tending to agree that urban aesthetics and increasing density are delivering the lifestyle we want. Only 51% of us agree that the benefits of living in a densely populated LGA offset the disadvantages and this prevails despite the significant advantages of a beachside location close to one of the world's most magnificent cities. Traffic congestion and parking are of significant concern as effects of high density.

Council's and the state government's influence on this factor is considerable and policy development in this area will be one of the biggest challenges.

2.2.10 Vision element 10

Vision element: Vital services are fully accessible.

- 38% of respondents in the 2012 HVRF survey felt that we had moved closer to the vision in terms of accessibility, and only 5% felt we had moved away from it. The balance of opinion is clearly that we are going in the right direction.

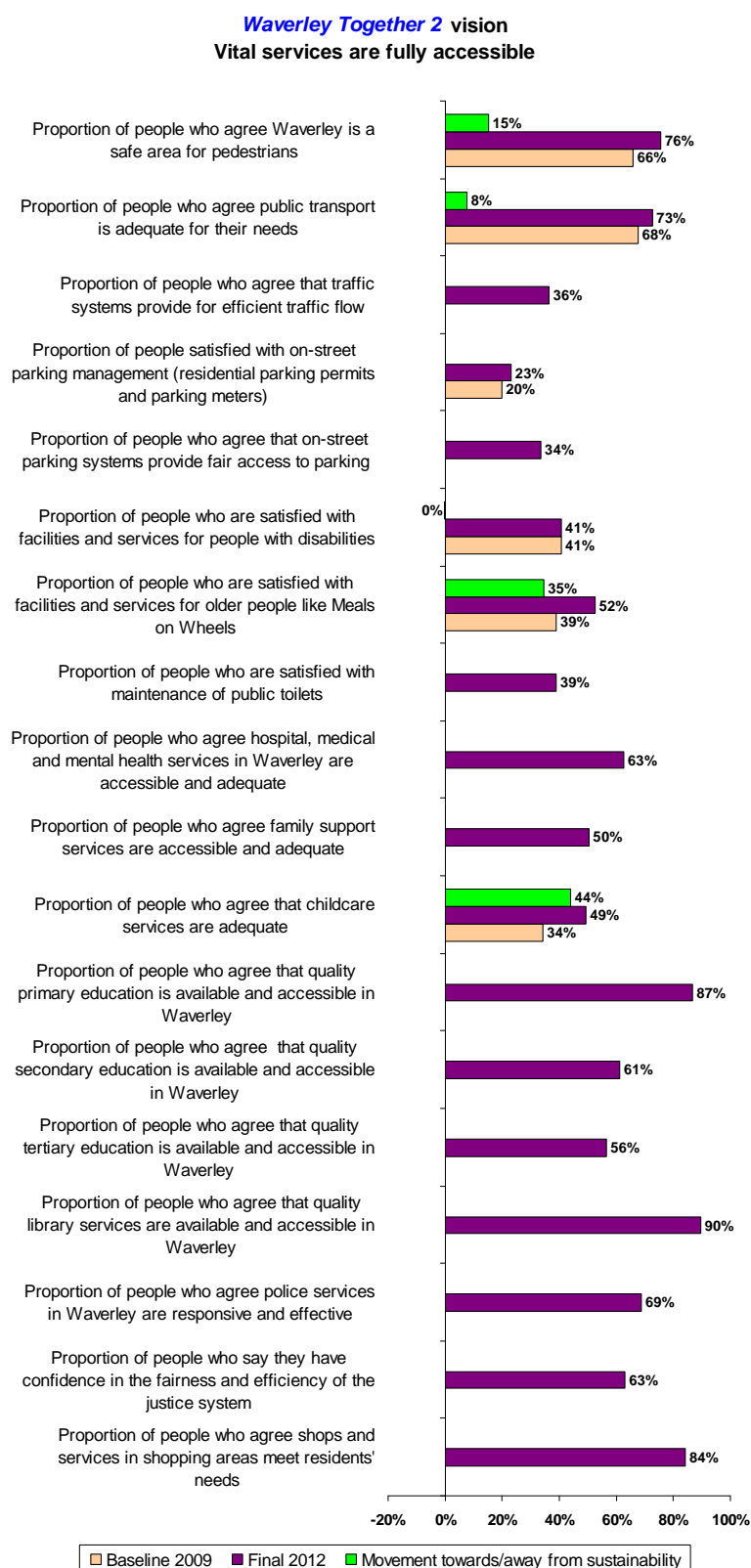
People tend to agree that they have reasonable access to quality education, health, policing, shopping and fairness through the justice system. Our ability to access vital services via public transport and active travel (walking and cycling) also seems to be satisfactory.

However, we are clearly less satisfied with accessing services via private transport, i.e., by driving. Lack of on-street parking opportunities is seen as a major barrier to service access.

Obviously, the physical difficulty of providing parking spaces close to vital services will continue as a major challenge until alternative forms of transport can free up spaces and increase on-street parking opportunities for those who need them most, including disabled and older people.

Policies to equitably distribute access to what will always be a limited supply of on-street parking in both residential and commercial areas will be ongoing over the next 10 years, as will alternative transport options.

Access to vital child care services is improving. However, as only about 50% of people agree that access to child care, disability services and family support services is satisfactory, it is clear we still have an undersupply of services in this area. Finding efficient ways of keeping pace with growing demand will be important for planners at all levels of government and in business.



2.2.11 Vision element 11

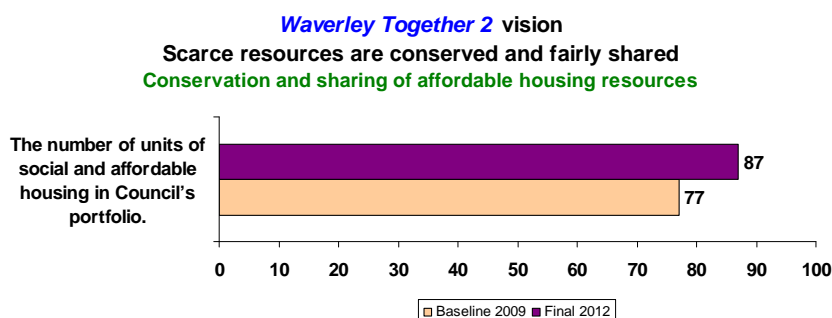
Vision element: **Scarce resources are conserved and fairly shared.**

← → Overall the community is of the view that we are going in the right direction in terms of conserving and fairly sharing scarce resources. However, some physical data suggest that movement towards sustainability in this part of the vision is not uniformly positive.

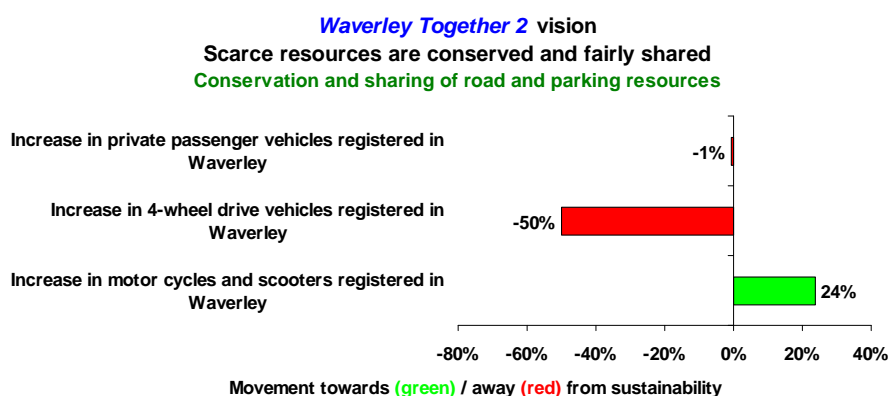
The two big scarce resources in Waverley are an affordable home and a parking spot.

Only 40% of Waverley residents feel they are able to afford a reasonable standard of housing in Waverley and according to the 2006 census, 70% of low and moderate income households in the private rental market are in housing stress. Government assistance in the form of public rental housing in Waverley is low compared to the rest of Sydney. Only 1.4% of people in Waverley live in rented government housing compared to 4.5% across Sydney (census 2006).

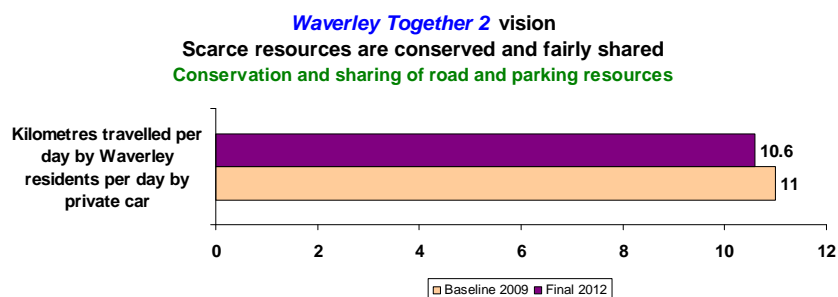
With a portfolio of housing units provided over the years by developer contributions, Waverley Council contributes substantially to government resources in social and affordable housing. The portfolio is growing and is a significant contribution to maintenance of connections within families and between generations in Waverley. It is being managed and conserved with the assistance of an Affordable Housing Advisory Committee. The Committee will continue to foster policy development and portfolio conservation and expansion. With this in place we are at least moving closer to sustainability in housing.



In terms of road space and parking resources, however, we are moving away from sustainability. Growth in vehicle ownership coupled with increasing population density is causing unsustainable competition for scarce road space both for travel and parking. Travel times are slowing and accessibility to services is declining.



While the efficiency of the road and parking systems has been optimised by Council through a number of policy measures, the effectiveness of these strategies is being overwhelmed by a move away from use of public transport and active travel.



Private vehicle numbers are continuing to grow and, although the kilometres travelled per day by car have declined by 4%, this is not enough to offset the stress on resources.

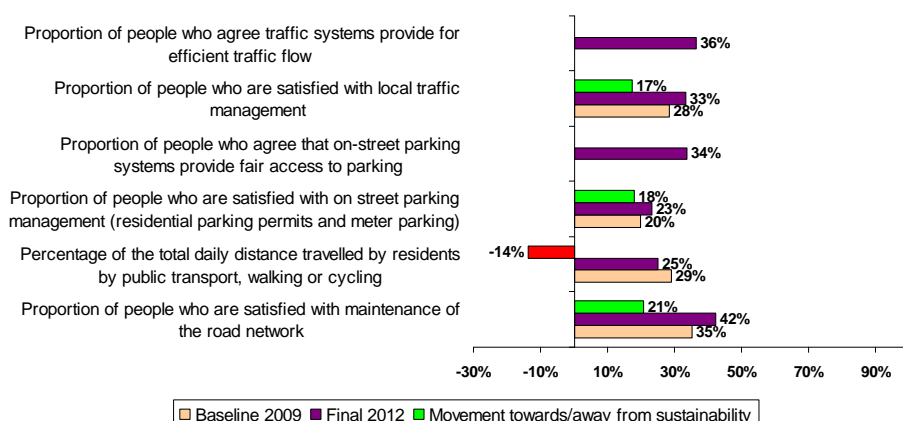
Policies for fairly and efficiently sharing limited road and parking space are likely to be a significant focus of the next elected council.

In terms of natural resources we appear at the moment to be moving in the right direction. The effectiveness of environmental management on ecological sustainability will be tested in 2014/15 and 2015/16 via studies of flora and fauna species maintenance and coverage compared to baseline studies.

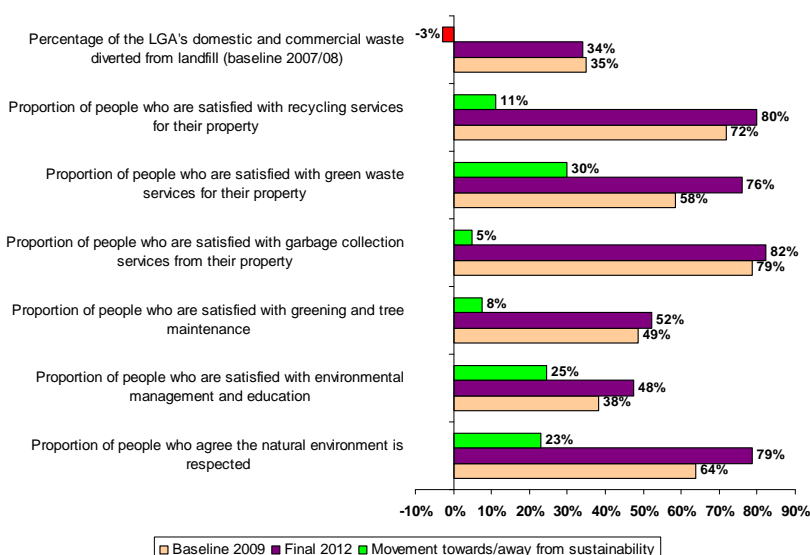
Waste conservation remains an area for concern with our present consumption of landfill resources being unsustainable. Joint initiatives with state government and other councils in our region will need to be pursued and succeed if we are to reach the targets of *Waverley Together 2* on waste sustainability by 2020.

In terms of consumption of energy and water, we have been moving away from sustainability. Implementation of policies and partnerships outlined in Council's *Environmental Action Plan 2* (EAP2) may reverse this trend over the next decade. This area will require significant buy-in from government, business and the community itself if we are to achieve the targets for a sustainable environment.

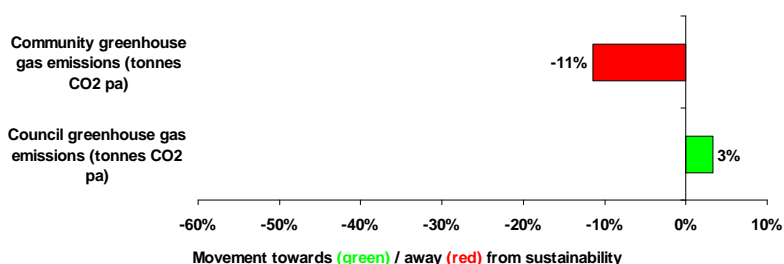
Waverley Together 2 vision
Scarce resources are conserved and fairly shared
Conservation and sharing of road and parking resources



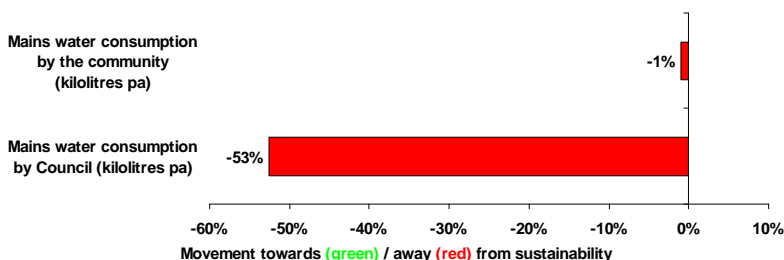
Waverley Together 2 vision
Scarce resources are conserved and fairly shared
Conservation of the natural environment and waste resources



Waverley Together 2 vision
Scarce resources are conserved and fairly shared
Conservation of energy resources



Waverley Together 2 vision
Scarce resources are conserved and fairly shared
Conservation of water resources

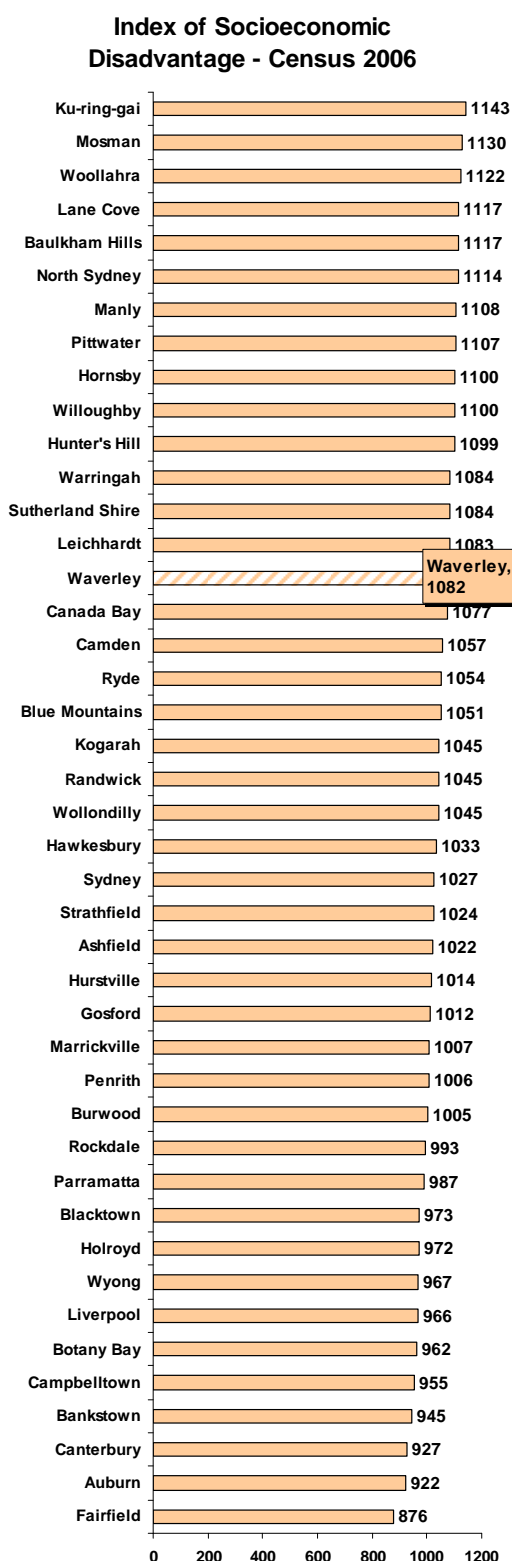


2.2.12 Vision element 12

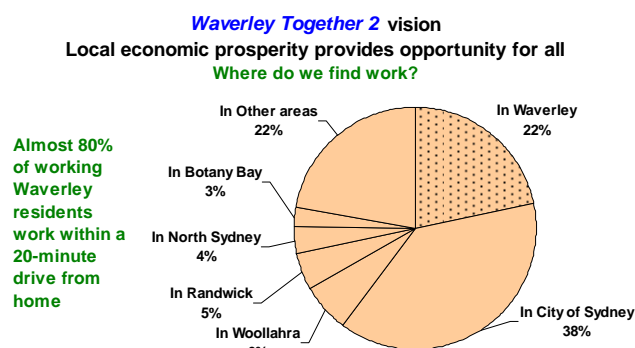
Vision element: Local economic prosperity provides opportunity for all.



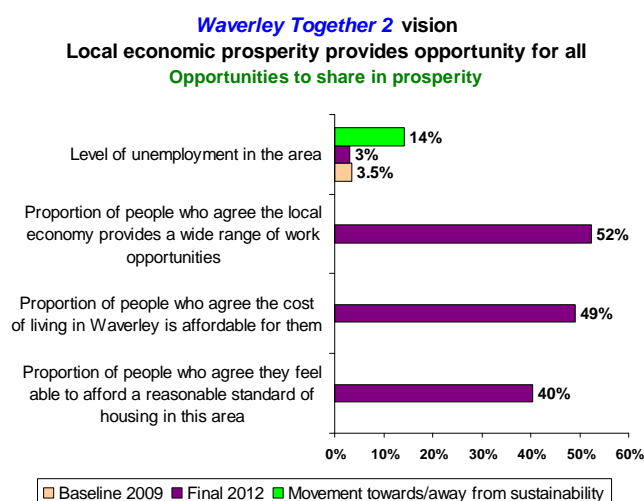
Based on survey results our community feels that when it comes to the economy and our opportunity to share in its benefits we are moving in the wrong direction. However, some vital indicators such as employment and business premises occupancy are going in the right direction.



Waverley is certainly an expensive place to live. Less than half of us seem to feel we can afford to live here and that we can afford a reasonable standard of housing. However, we are able to find work within and close to the local area. Almost 80% of us work within a 20-minute radius of Waverley by road.



And the proportion of us who are unemployed has dropped since 2009. At 3% it remains quite low compared to the national average of 5.2% (March 2012).

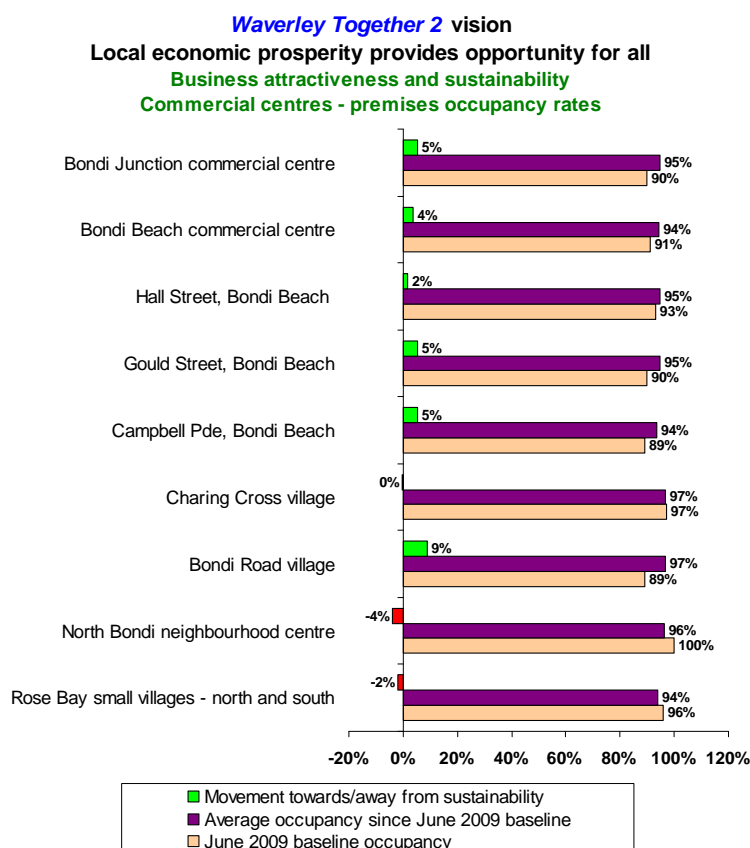


Until 2011 census data are available, we are unable to report on whether in terms of socioeconomic disadvantage we have dropped from our ranking of the 15th least disadvantaged LGA. However, in terms of employment we are clearly able to participate in the local economy; so a significant drop in rank is not expected.

In terms of future opportunities, only 57% of us agree that the area attracts and supports a variety of sustainable businesses. This may seem somewhat pessimistic but it is perhaps intuitively correct. Opportunities to participate in local economic wealth creation and share the benefits are highly available in Waverley but, compared to most LGAs, only in a reasonably narrow range. Waverley is a services sector economy and due to its land uses is unlikely to be anything else in the next century. The viability and diversity of the services sector will be a major factor in employment and wealth creation opportunities.



Based on trends in occupancy of commercial premises, the services sector economy in Waverley appears quite robust. Our seaside location, openness to visitors and relatively high level of socioeconomic advantage are obvious attractors for investment by business. The services sector in Waverley has been flexible in responding to national trends of downturn in retail sales, particularly in clothing and footwear, by substituting it with increases in restaurants, cafes and personal services businesses in areas such as Bondi Beach village. The spread of land use zonings appears to have been flexible enough to allow Waverley's services sector as a whole to remain buoyant despite the two speed economy that has emerged nationally.



Waverley has recently adopted a new Local Environmental Plan (LEP) for Bondi Junction and is awaiting gazettal of our new consolidating LEP for the whole LGA. An active role by Council in helping us to realise the development potential of these LEPs will have a major influence on the ability of the local services sector to continue to provide opportunities for us to share in prosperity. Policy development for a creative economy, intensification of our economic planning capacity within Council, and active partnering with local businesses in such things as urban environmental investment (see Section 2.2.13) will be important.

2.2.13 Vision element 13

Vision element: As a local community we have the courage to take a leading place in achieving the environmental aims of a global society.

← → Overall we feel we are moving towards environmental sustainability. However, on some significant aspects of environmental performance we are not yet moving in the right direction.

Environmental sustainability is an area of significant challenge for us.

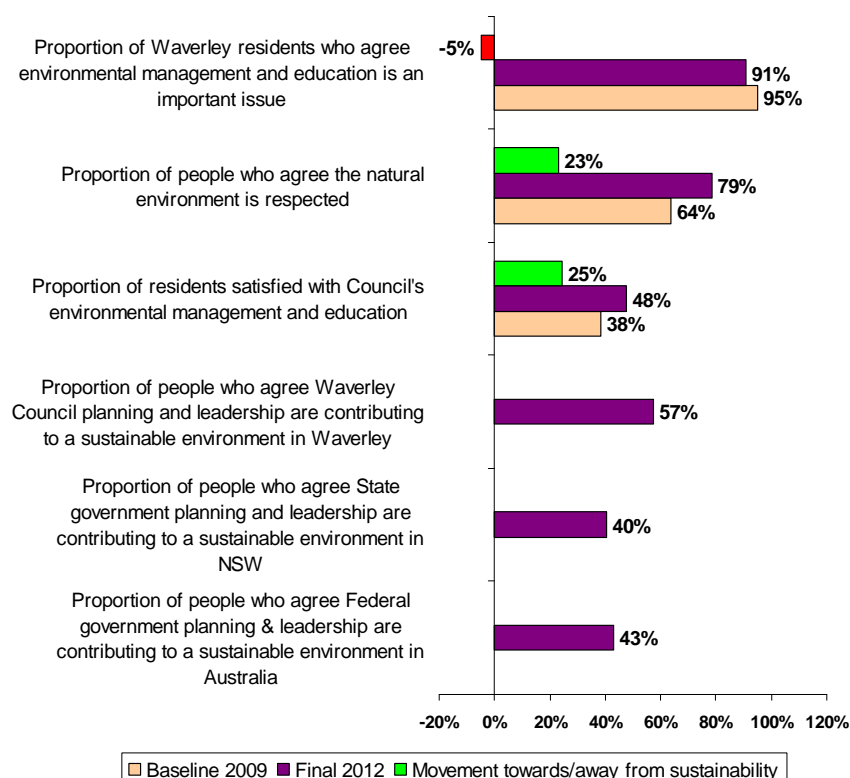
Our emphasis on the importance of the environment as an issue, and environmental management as a service, has dropped. In fact this is the only area where our sense of the importance of an issue and services has dropped to a statistically significant degree. In the 2012 HVRF survey, this shift in attitudes was common to respondents of all age groups, other than those aged under 25. Regrettably, the drop is consistent with research findings elsewhere in Australia and internationally that show the community has become less concerned about the impact of climate change on their daily lives.

The change in our sense of urgency about the environment compared to 2009 would not seem to be warranted when contrasted against the variable physical performance on different aspects of environmental management. We are moving generally, albeit slowly, towards sustainability in domestic waste management (not commercial) and pollution control but away from it in most other respects.

At the same time we do not seem to have confidence in our leaders on the environment, although it is pleasing to note that a clear majority of people (57%) agree Waverley Council is showing good planning and leadership for an environmentally sustainable Waverley. Opinions are less favourable on our state and federal governments' leadership on the environment.

- ← Community greenhouse gas emissions
- Council greenhouse gas emissions
- Electricity used in the LGA from renewable sources
- ← Community water consumption
- ← Council water consumption
- ← Mode of travel
- ← Waste minimisation and resource recovery
- Pollution control
- ← Environmental leadership, attitudes and commitment

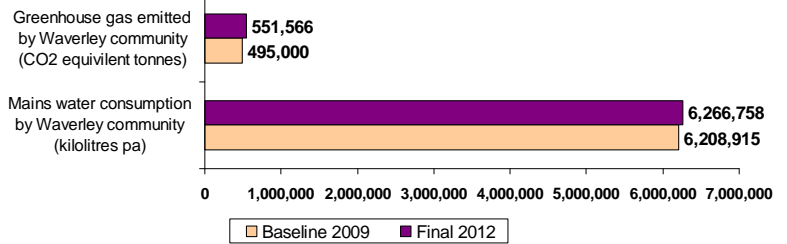
Waverley Together 2 vision for a sustainable environment Environmental leadership, attitudes and commitment



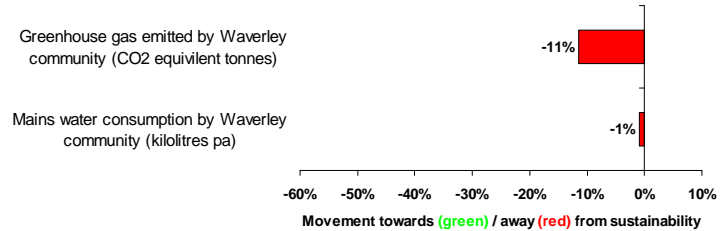
It is to be expected that as we have only completed the first 2 years of a 12 year plan, we may not have yet made headway on something as difficult to grapple with as greenhouse gas emissions. And indeed Council fully expected that as a community we would go backwards on this before going forward.

However, in terms of greenhouse gas, there are quite a lot of things that can be done locally which, if they were done across Australian cities, would set a benchmark for global change. And Waverley is one of a small number of communities that is well geared to lead on how we can reverse greenhouse gas emissions from cities and achieve adopted targets for a low carbon environment. Alongside other leaders in this area, such as the City of Sydney, Waverley has developed a detailed model for selecting investments by both Council and the community in low carbon technologies that have the best returns in terms of greenhouse gas emission reductions per dollar invested. This model is called C^{CAP} and it takes the Cities for Climate Protection program to the next step by enabling us to spatially and temporally understand the transport, energy, waste and land-use emissions profile of our area, and model the impact of a wide range of emissions reduction policies and actions over time. Council's *Environmental Action Plan 2* outlines more about how C^{CAP} will assist us to develop the necessary partnerships with business and the community to make these investments and their promised returns a reality.

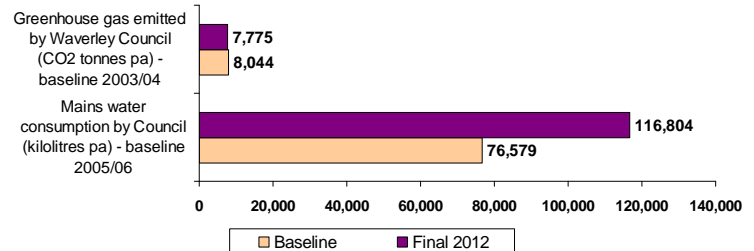
Waverley Together 2 vision for a sustainable environment Waverley community's energy and water consumption



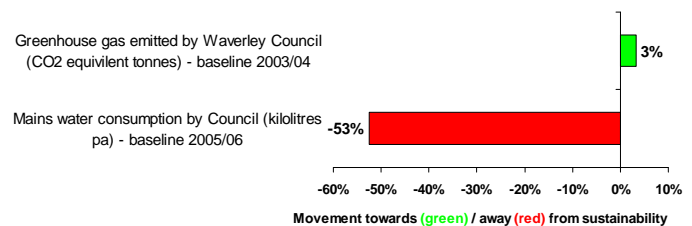
Waverley Together 2 vision for a sustainable environment Waverley community's energy and water consumption



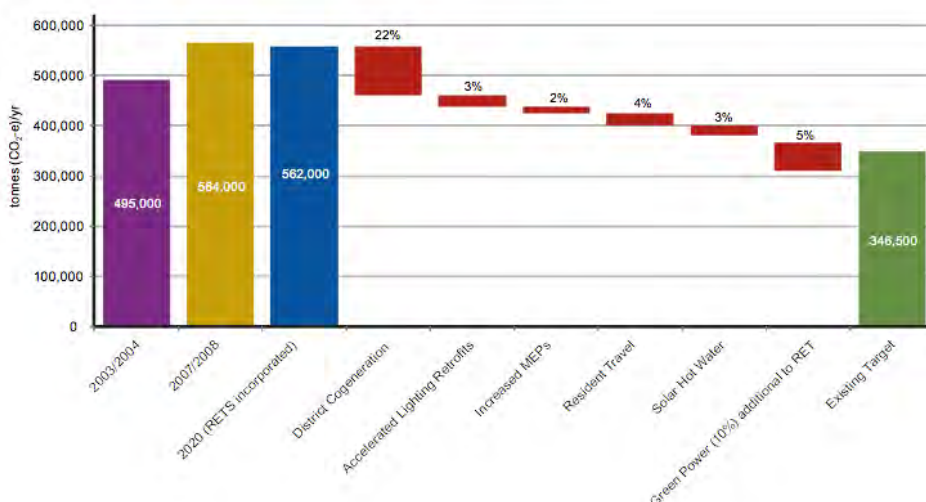
Waverley Together 2 vision for a sustainable environment Council's energy and water consumption



Waverley Together 2 vision for a sustainable environment Council's energy and water consumption



Waverley Community Emission Reduction Potential (tonnes CO₂-e per year)



In terms of water consumption, Council itself did not expect to go backwards. This unsustainable trend clearly needs to be reversed.

Our mode of travel is one of the biggest factors affecting our quality of life socially, economically and environmentally, which makes it all the more disturbing that our movement in this factor has been decidedly away from sustainability.

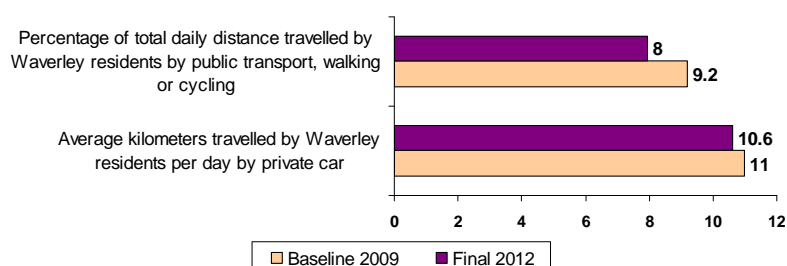
Private vehicle registrations have increased by more than 20% since 2000 and since adopting *Waverley Together 2* in 2010 we have shown no real reversal of this trend. Growth in total numbers of registered vehicles does appear to have slowed but there has been a trend of switching to environmentally less sustainable 4-wheel drives. These have increased by a staggering 50% since 2007. On the good side, motor cycle and scooter registrations have increased by 24%.

As road space is a very scarce resource in Waverley and relatively few households have off-street parking, demand for on-street parking has long since past the point of supply in some areas, particularly in Bondi Beach and parts of Bondi Junction. Residential parking permit schemes now cover 35% of the land area of the LGA, up from 10% in 1999. And permits issued to residents for parking in their area outnumber the available spaces on-street in several suburbs.

While we seem to be travelling shorter distances each day by car, this only goes to indicate that cars are being used for short trips that could, on more occasions at least, be made by walking or cycling.

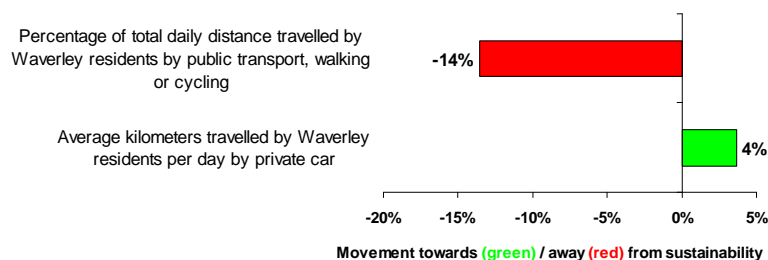
Waverley Together 2 vision for a sustainable environment

Our mode of travel



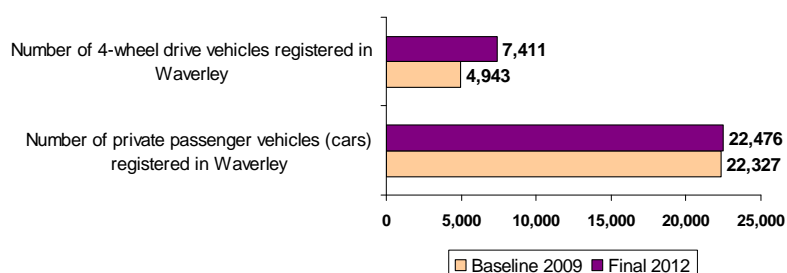
Waverley Together 2 vision for a sustainable environment

Our mode of travel



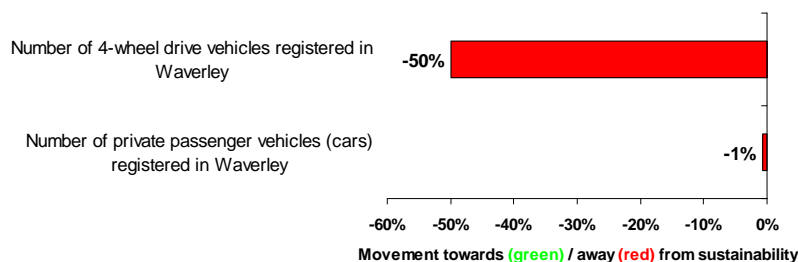
Waverley Together 2 vision for a sustainable environment

Our mode of travel



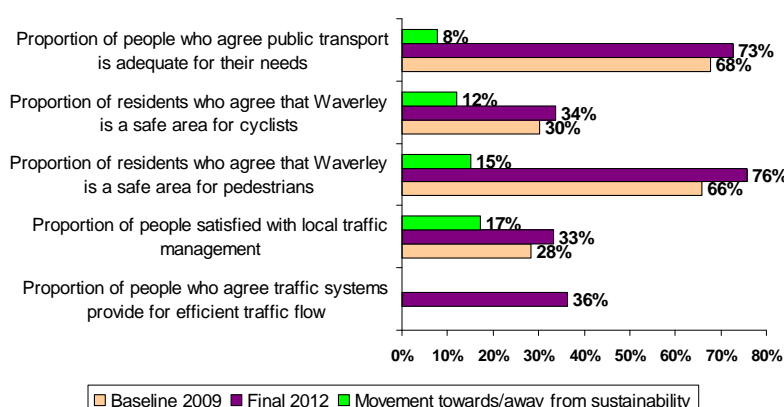
Waverley Together 2 vision for a sustainable environment

Our mode of travel



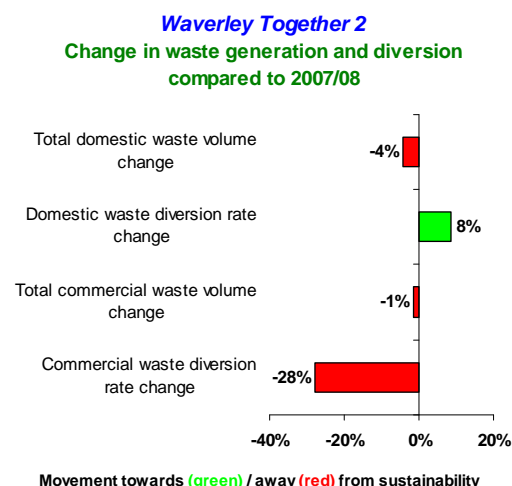
Waverley Together 2 vision for a sustainable environment

Incentives to change our mode of travel



However, we are clearly making progress on creating better conditions for more walking and cycling by investment in new and better bike routes, greenlinks and footpath renewal. This investment has increased substantially under *Waverley Together 2*. Council has also recently adopted a revised *Waverley Transport Plan* to inject renewed energy into reducing our unsustainable dependency on the car.

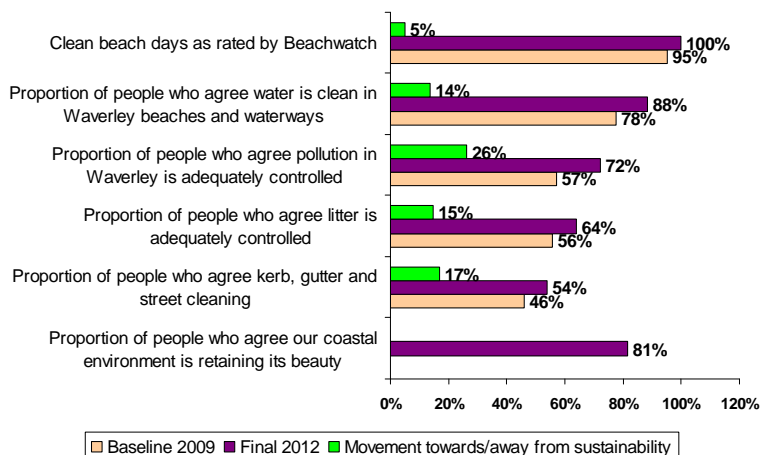
On pollution control it is clear we are doing well, both in terms of perception and physical evidence. But on waste minimisation we are showing mixed performance. Domestic waste volumes are growing only slowly and diversion of domestic waste from landfill is increasing, which is good. But in commercial waste, diversion rates are worsening.



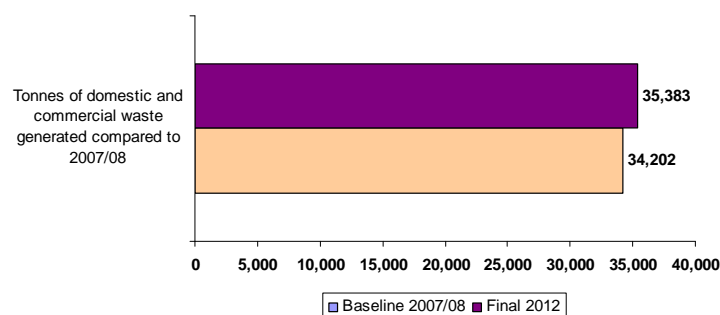
The target for diversion of waste from landfill by 2020 is 75%. If we are to reach this target we will need to significantly improve the rate of recovery of recyclables, green waste and food waste from the domestic and commercial waste streams *and* be successful in implementation of current initiatives for processing and disposal. Waverley Council is currently participating with seven other SSROC councils in development of an Advanced Waste Treatment facility (AWT). Tenders for this facility are currently being assessed.

The key to success in environmental sustainability is partnership and engagement. To this end Council has recently resolved to develop a map of potential community and business partnerships and a program for support and development of action plans that will assist us all to meet *Waverley Together 2* environmental targets together. *Waverley Together 3* needs to incorporate strategies for establishing the most effective partnerships for delivery.

Waverley Together 2 vision for a sustainable environment Pollution control



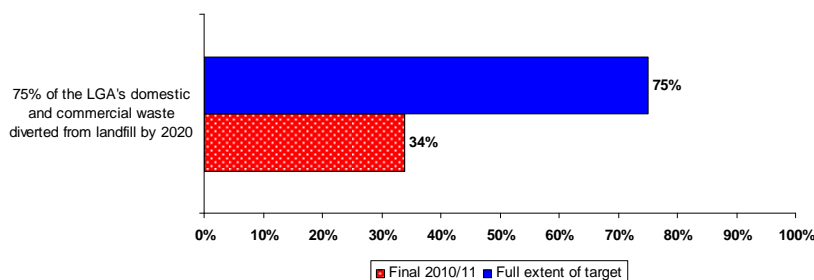
Waverley Together 2 vision for a sustainable environment Waste minimisation and resource recovery



Waverley Together 2 vision for a sustainable environment Waste minimisation and resource recovery



Waverley Together 2 Progress towards sustainability in waste diverted from landfill



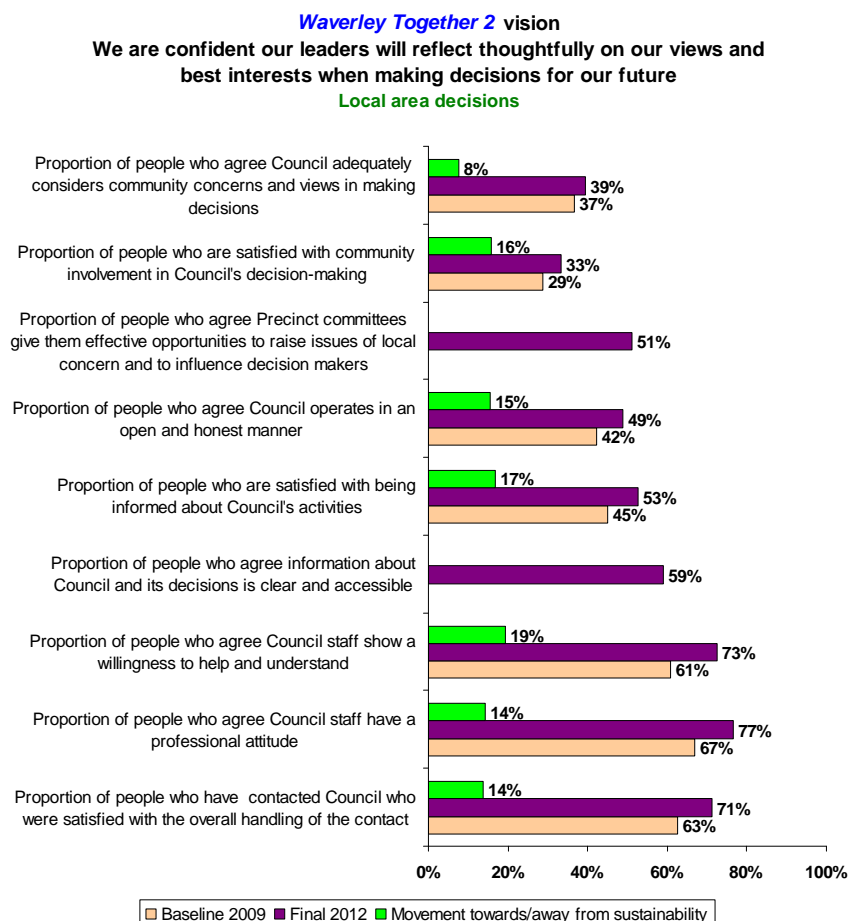
2.2.14 Vision element 14

Vision element: **We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future.**

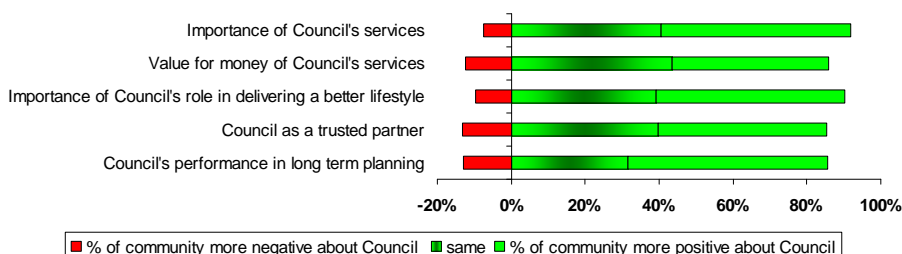
← → Overall our confidence in leaders is tending towards the wrong direction, although this varies depending on the level of government in question.

While 26% of us feel we have moved closer to our vision of confidence in our leaders, 27% feel we have moved further away. 47% of us feel we have stayed the same. This sheds no light on the actual level of confidence in our leaders of course. That is only accurately expressed in elections. But our leadership *systems*, at least at the local level, do appear to be improving in terms of the access they provide to residents and businesses to influence decisions that affect their lives when they wish. Opinions about opportunity to influence decisions and confidence in leaders as planners for the future clearly vary depending on the level of government in mind.

At the local level, experience with community engagement at Waverley has shown over the last decade a strong pattern of people seeking to become involved in decision-making mainly when the issue relates to increasing urban density, urban design, change of land use, parking or any intensification of activity, such as major events. Otherwise we have tended generally to “delegate” to elected leaders the responsibility for decisions. Even some important decisions like the recent rate rise in Waverley did not elicit a large amount of proactive engagement from the community, despite prompting. Confidence in leadership actually improved in that particular engagement despite the fact that participants were being asked if they would agree to increase rates substantially.



Waverley Together 2 vision
We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future
Views of Waverley Council after engagement on the rate rise - 2010 HVRF Survey

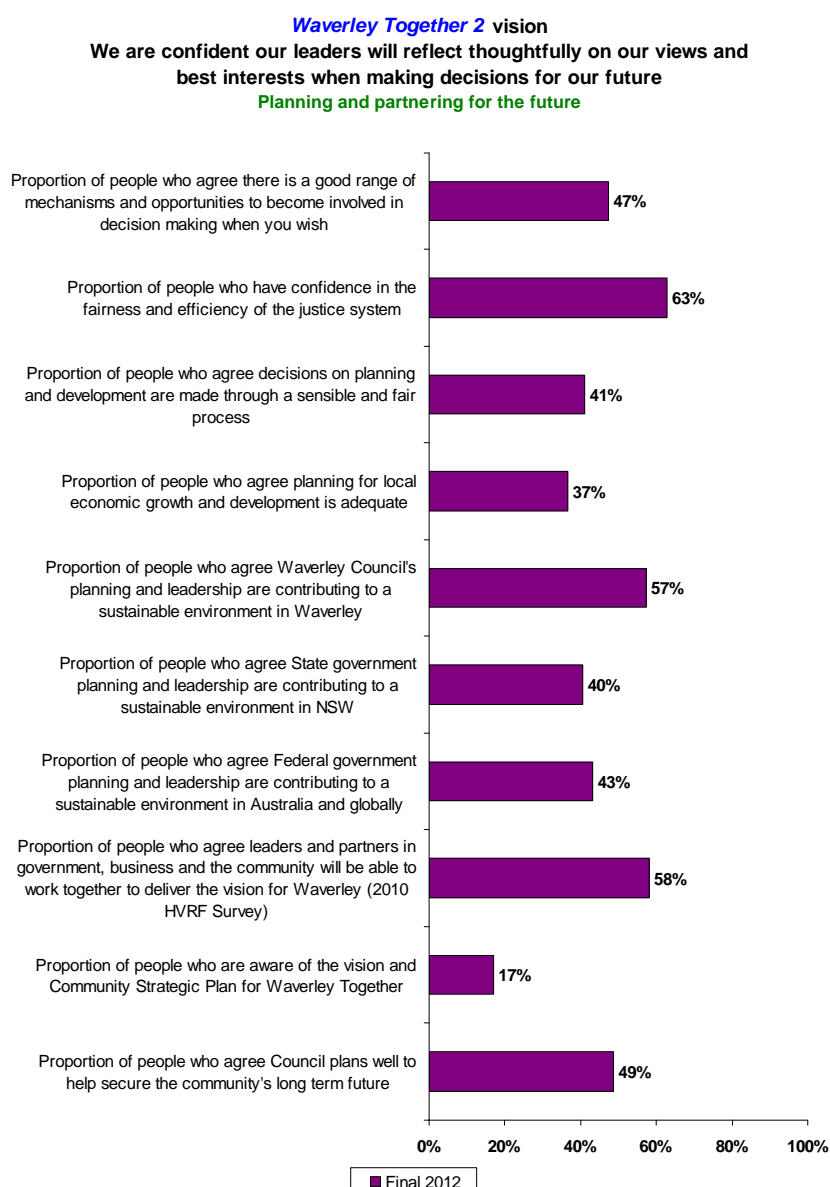
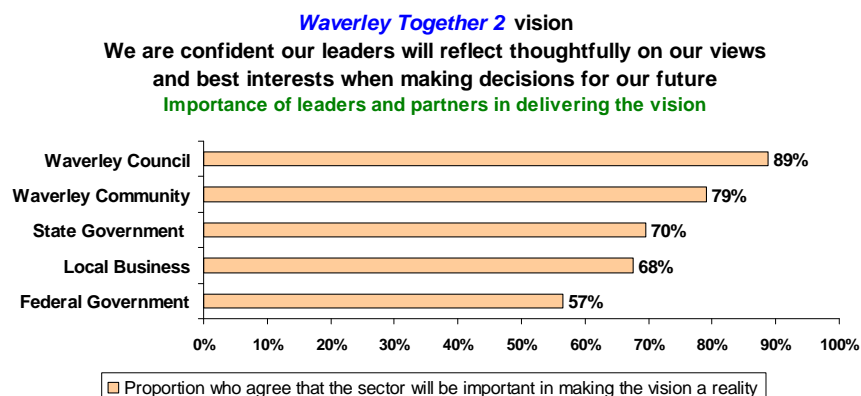


There is still some way to go to achieve confidence by the majority, but there has been an increase in confidence in leadership and decision making systems at the local level.

In the 2010 HVRF survey for the rate rise, Council was rated by the community as the most important player in delivering our vision for quality of life under *Waverley Together 2*, over and above other levels of government, business and even the community itself. All our services are seen as highly relevant for this purpose (see section 4 below for results on importance of Council's services in the 2012 HVRF Survey).

Council's leadership and culture is therefore a critical factor contributing to gains that might be made in quadruple bottom line sustainability. The governance systems and partnerships that we can foster to enhance our community's capacity to deal with challenging local, regional, national and even global issues will be vital. Leadership on improved engagement with other levels of government, business and community groups, driven primarily by great Integrated Planning and Reporting (IP&R), should be a particular focus of the Council. This will help strategic partners understand the primacy of our Community's Strategic Plans and integrate their own plans into ours to enhance our chances of reaching targets in *Waverley Together 2*.

There is some way to go before a majority of our community register confidence across the board in leadership systems, quality and accountability. Data indicate that Council is leading the way in terms of QBL planning and environmental leadership and there is majority confidence that partners can work together to deliver the vision. Local government is also systematically re-structuring and developing as a sustainable sector under the State Government's Destination 2036 Action Plan. This sets an optimistic outlook for partnerships and productivity increases for all levels of government. Council should ensure it takes a leading place in this reform program.



3. Progress towards the QBL targets of *Waverley Together 2*

Data on measures of movement towards sustainability can be organised to display not only movement towards the vision, but movement towards targets within the quadrants of sustainability in *Waverley Together 2*.

In all cases the targets for the QBL have been set as the minimum necessary to achieve sustainability. However, in 38 out of the 60 targets the minimum is simply to maintain current performance and avoid moving backwards. By contrast, for the remaining 22 targets we have specified a required quantum of movement forward as the minimum necessary to achieve sustainability.

<i>Waverley Together 2 - Composition of targets for QBL sustainability</i>							
QBL quadrant	Total targets / indicators	Outcomes based	Outputs based	Measure change in consensus	Measure physical change	Required quantum of change	
				Subjective measure	Objective measure	Specified	Not specified
<i>Sustainable community</i>	15	13	2	12	3	0	15
<i>Sustainable living & economy</i>	15	15	0	10	5	3	12
<i>Sustainable environment</i>	20	16	4	3	17	15	5
<i>Sustainable governance</i>	10	7	3	7	3	4	6
Total	60	51	9	32	28	22	38

3.1 Overall progress towards QBL sustainability

Results show that we are at least moving towards sustainability on 45 out of 60 targets, or 75%. In 57% of targets we have met sustainability.

However, on the 22 targets where we have set a specified quantum of movement toward sustainability, we have not yet met the ultimate target. On only 2, or 9%, of the 22 targets where there is a specified required quantum of change have we actually reached the full extent of the target at this time.



<i>Waverley Together 2</i> Progress towards QBL sustainability		
% of targets we are moving towards or meeting	% of targets where we are meeting sustainability	% of targets where a required quantum of change is specified that are actually being met to their full extent
75%	57%	9%

Nevertheless the trend is obviously and solidly towards QBL sustainability with the environment being the biggest quadrant of future challenge.

<i>Waverley Together 2</i> Progress towards quadruple bottom line sustainability			
Quadrant	% of targets moving towards sustainability	% of targets moving away from sustainability	Trend
<i>Sustainable community</i>	100%	0%	→
<i>Sustainable living & economy</i>	80%	20%	→
<i>Sustainable environment</i>	55%	45%	←→
<i>Sustainable governance</i>	70%	30%	→
<i>Sustainable assets</i>	78%	22%	→



Targets with a specified quantum of required change will obviously tend to be the most difficult. At this time, the gap between where we are now and where we need to be to achieve sustainability is reasonably large for 20 of the 22 targets where a quantum of required change is specified.

On the good side we are moving in the right direction on 9 of the quantified targets. However, we have moved backwards on 13.

Movement towards targets with a specified quantum of required change	
	
9	13

<i>Waverley Together 2 - Movement towards targets with a specified quantum of required change</i>				
	Targets with a specified quantum of change	Moving in right direction	We have met the full target	Moving in wrong direction
<i>Sustainable community</i>	0	NA	NA	0
<i>Sustainable living & economy</i>	3	0	0	3
<i>Sustainable environment</i>	15	7	1	8
<i>Sustainable governance</i>	4	2	1	2
Total	22	9	2	13

Of the quantified targets where we are moving in the wrong direction, clear strategies need to be followed to increase the prospects of realising the vision by 2022. Quite good and viable strategies are already in place for some of these, especially on the environment. We need to ensure they are adequately resourced in the next two terms of council.

<i>Waverley Together 2</i>		
On which quantified targets are we moving in the wrong direction?		
	No. of quantified targets moving in the wrong direction	On which quantified targets are we moving in the wrong direction?
		
Sustainable living & economy	3	<ul style="list-style-type: none"> Vehicle and pedestrian accidents Private passenger vehicles registered 4-WD vehicles registered
Sustainable environment	8	<ul style="list-style-type: none"> Community greenhouse gas emissions reduction targets Daily distance travelled by public transport, walking and cycling Total waste generated Domestic and commercial waste diverted from landfill Community mains water consumption Council mains water consumption Community rating the environment as an important issue
Sustainable governance	2	<ul style="list-style-type: none"> Council staff lost time injuries Staff satisfaction with Council's progress within the Business Excellence Framework

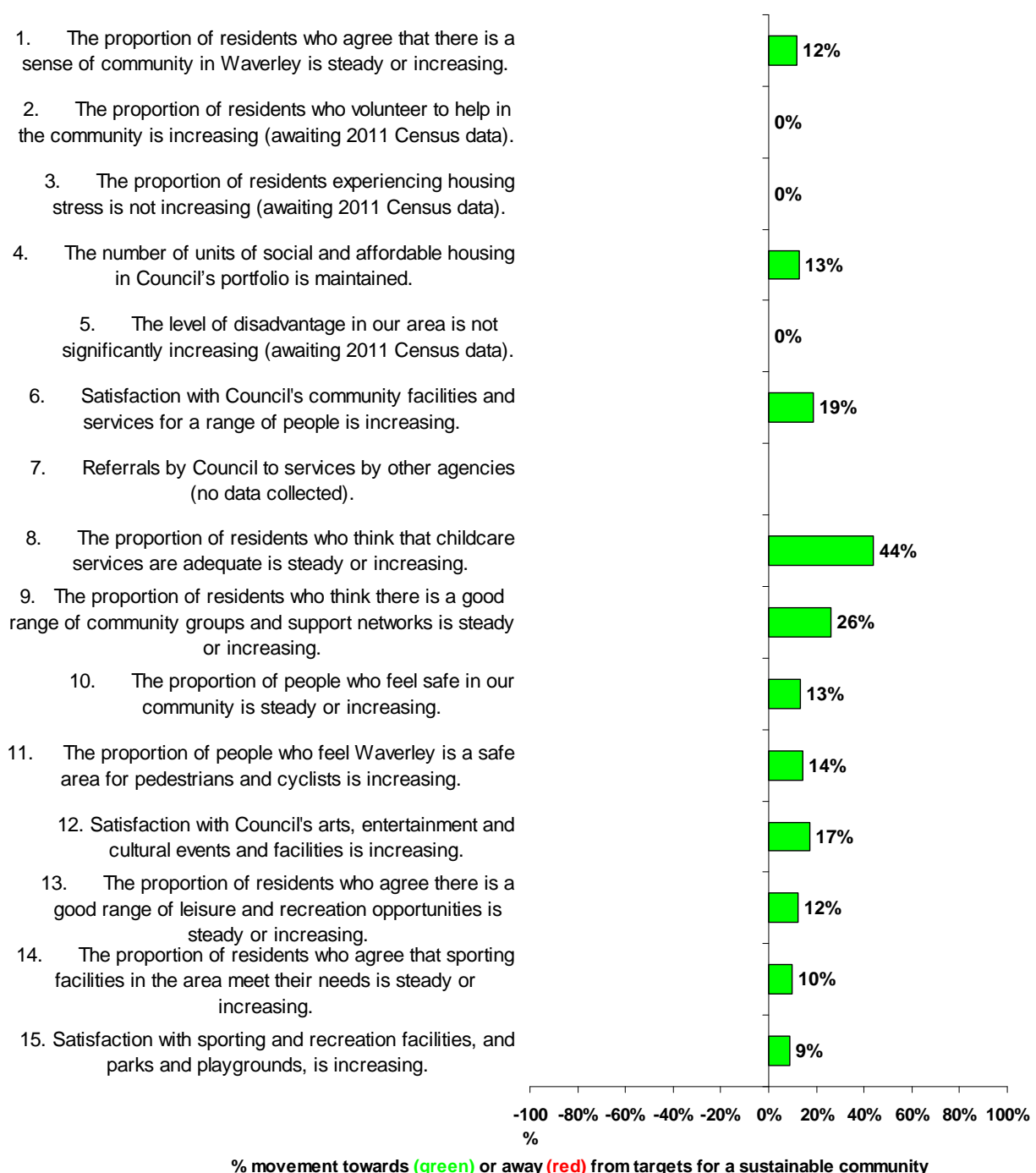
The following sections show progress towards sustainability in detail by quadrant.

3.2 Movement towards a sustainable community

Cultural diversity, sense of belonging and **access to support services improved** and there were **more** units of **social and affordable housing**. **Safety** was seen to have generally **improved** and Waverley is a **more involved and creative community**. **Health and quality of life** have **improved** and the **majority** of respondents **agreed** that there is a **sense of community in Waverley**.

Waverley Together 2

Movement towards or away from a sustainable community

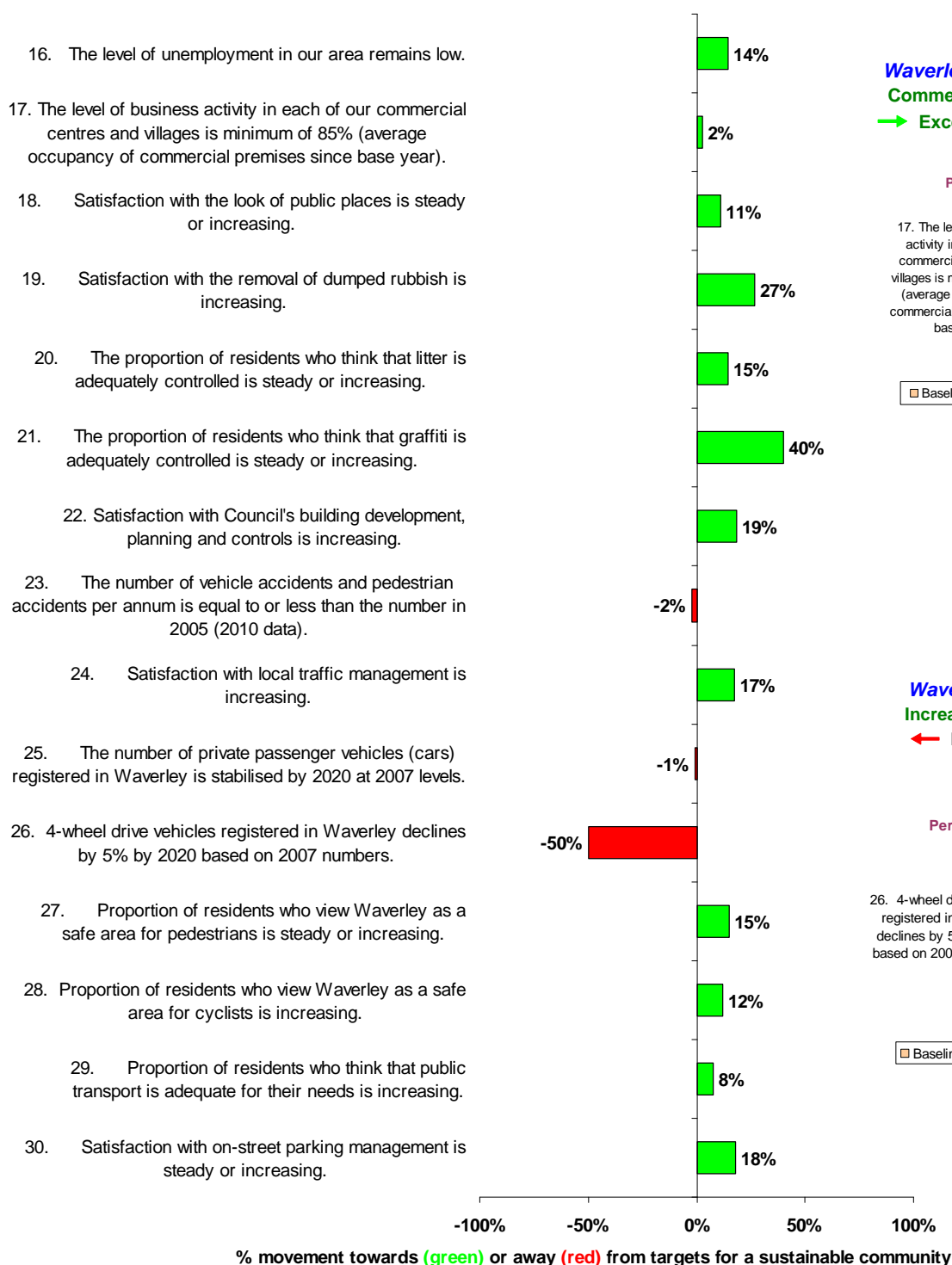


3.3 Movement towards sustainable living

Waverley is a **better** place to **live** and do **business**. The **local economy** is **doing well**. **Employment** is **high**. The place **looks better** and has a **stronger sense of identity**. **Pedestrians feel safe** but **cyclists feel unsafe**. Satisfaction with **public transport** has **improved** but **traffic** and **parking** satisfaction remain **low**. Overall the movement has been **towards sustainability**.

Waverley Together 2

Movement towards or away from sustainable living



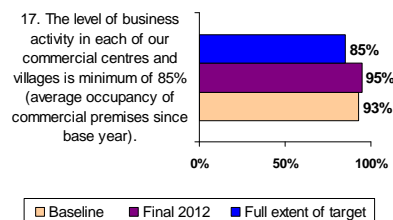
Waverley Together 2 - key alerts

Commercial space occupancy rates

→ Exceeding target for sustainability

Waverley Together 2

Performance against targets for sustainable living



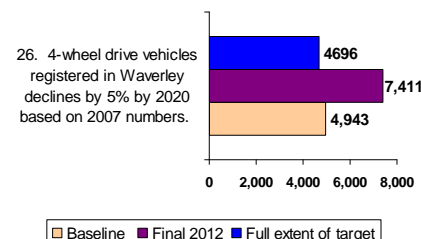
Waverley Together 2 - key alerts

Increasing 4WD vehicle registrations

← Moving away from sustainability

Waverley Together 2

Performance against targets for sustainable living

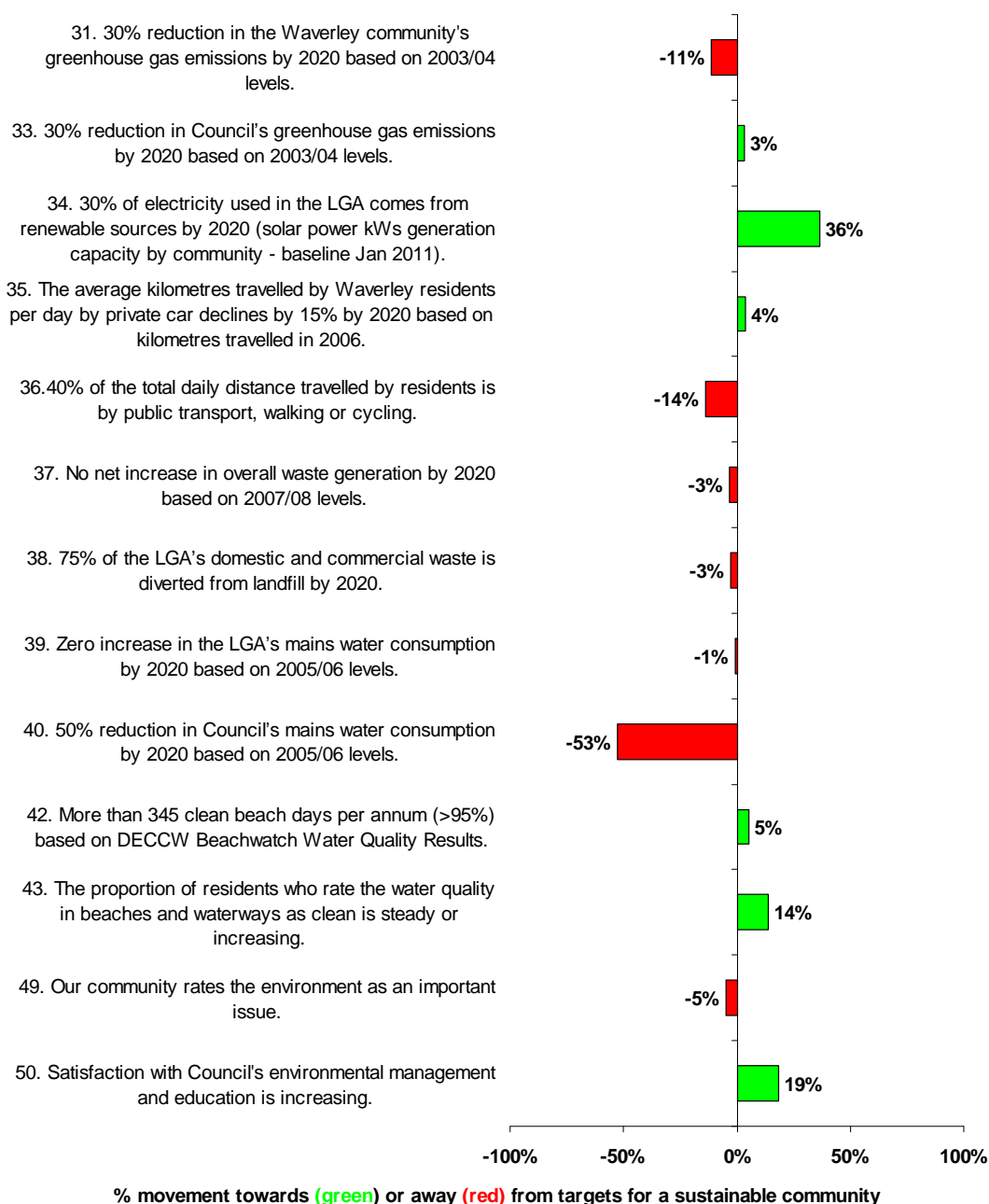


3.4 Movement towards a sustainable environment

Emissions from *Council* reduced while **emissions** from the *community* increased. **Private car use declined** as did **travel by public transport, walking and cycling**. **Waste generation increased** and **less** was **diverted from landfill**. *Community* **water use decreased** but *Council's* **increased**. The **beaches** are in **good condition** and **more** residents rate the **water** as **clean**. **Satisfaction** with **environmental management** and **education improved** but **fewer** residents rate the **environment** as an **important issue**.

Waverley Together 2

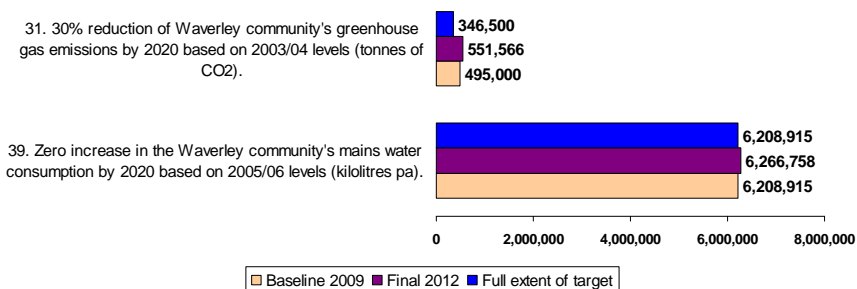
Movement towards or away from a sustainable environment



Waverley Together 2 - key alerts
Community greenhouse gas emissions and water use

← Moving **away** from sustainability

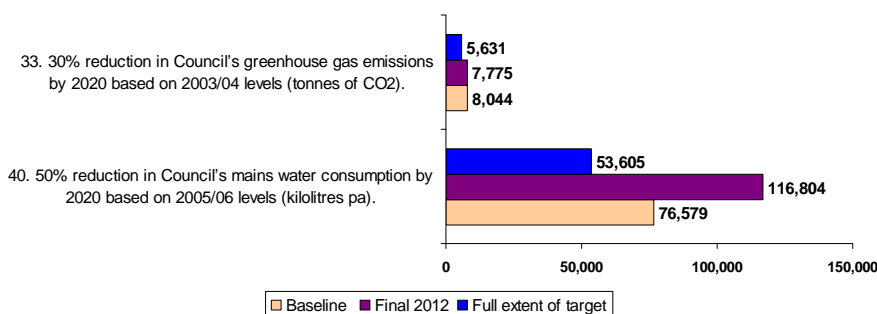
Waverley Together 2
Performance against targets for a sustainable environment



Waverley Together 2 - key alerts
Council water use water use

← Moving **away** from sustainability

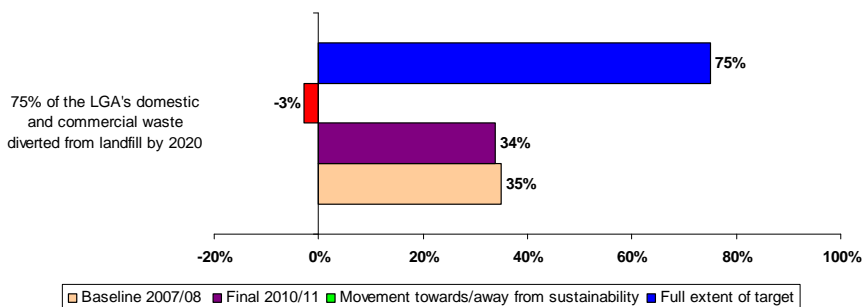
Waverley Together 2
Performance against targets for a sustainable environment



Waverley Together 2 - key alerts
Council greenhouse gas emissions

→ Moving **towards** sustainability

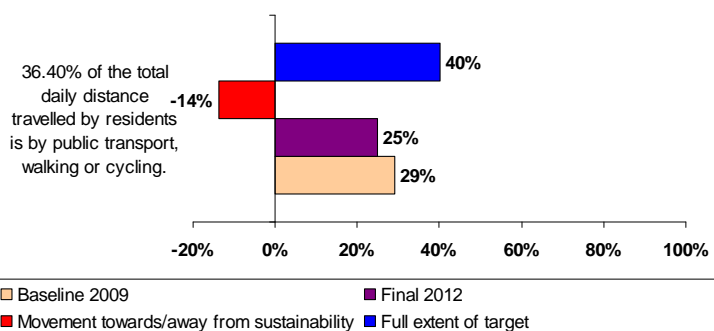
Waverley Together 2
Performance against targets for a sustainable environment



Waverley Together 2 - key alerts
Domestic waste diverted from landfill

← Moving **away** from sustainability

Waverley Together 2
Performance against targets for a sustainable environment

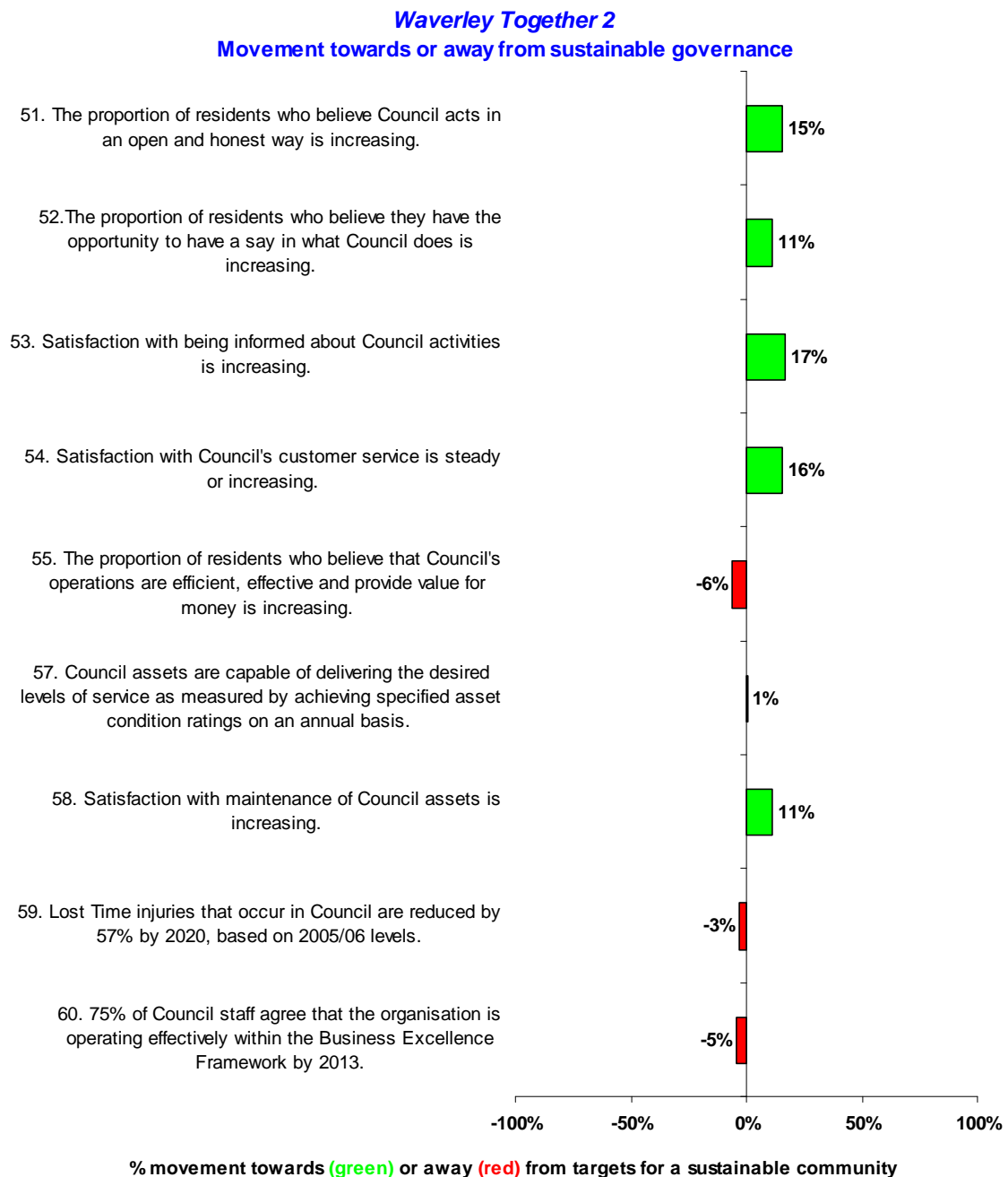


Waverley Together 2 - key alerts
Use of public transport

← Moving **away** from sustainability

3.5 Movement towards sustainable governance

Satisfaction with **asset maintenance** increased, as did **customer service** and **information** about Council activities. **More** people believe they can **have a say** and that Council acts **openly and honestly**. Council was declared **financially sound**. However, **lost time injuries increased** and **views keep changing** on whether Council's operations provide **good value for money**.



Waverley Together 2 Government sector financial sustainability				
Target/Indicator	Baseline	Final 2012	Full extent of target	Movement towards/away from sustainability
Council is declared financially sound annually	100%	100%	100%	→
NSW Government maintains AAA credit rating annually	100%	100%	100%	→
Federal Government 10-year bond rate remains below 5%		2.9%	<5%	→
Long term financial sustainability of Council - rates coverage ratio	29.1%	27.9%	>40%	←
Long term financial sustainability of Council - broad liabilities ratio	50.9%	69.2%	>0% but < 60%	←

Waverley Together 2 - key alerts

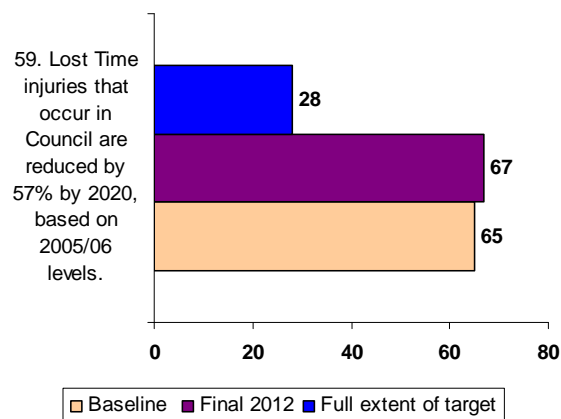
Waverley Council long term financial sustainability

← → Sustainable in the medium term but adjustments required for long term sustainability

Waverley Together 2 - key alerts

Workplace safety at Waverley Council

← Moving away from sustainability



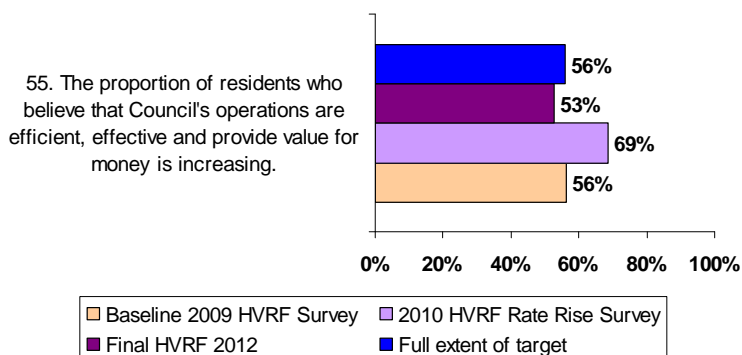
Waverley Together 2

Performance against targets for sustainable governance

Waverley Together 2 - key alerts

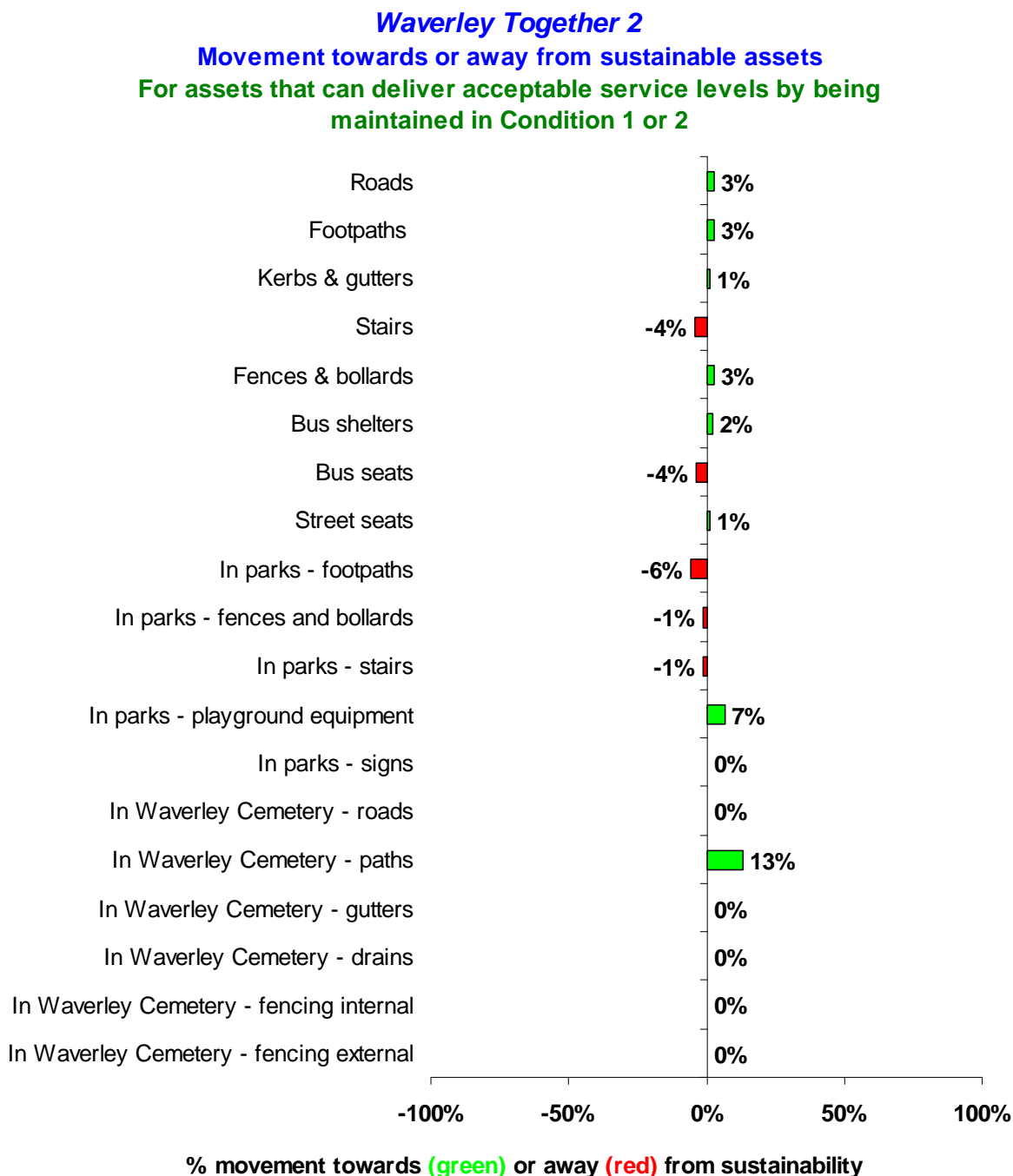
Waverley Council services - perceived value for money

← → On balance moving toward sustainability



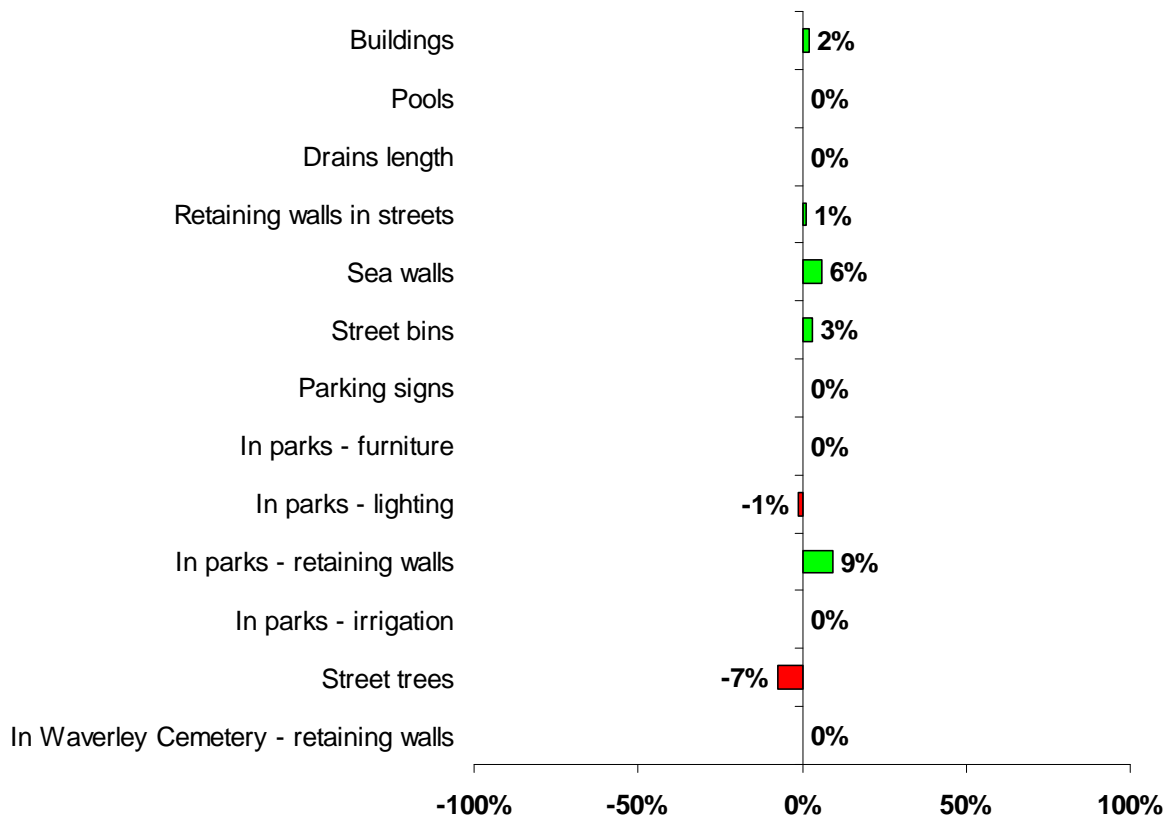
3.6 Movement towards sustainable assets

Overall the actual **condition of our assets** has **improved**. Assets with the **biggest gap** between current condition and **target** condition are all in **Waverley Cemetery**. Our **roads and kerbs** are in slightly **better** condition than the target. But in terms of total volume, **78% of assets** are **within the target** condition rating.



Waverley Together 2

Movement towards or away from sustainable assets
For assets that can deliver acceptable service levels by being maintained in Condition 1, 2 or 3



% movement towards (green) or away (red) from targets for a sustainable community

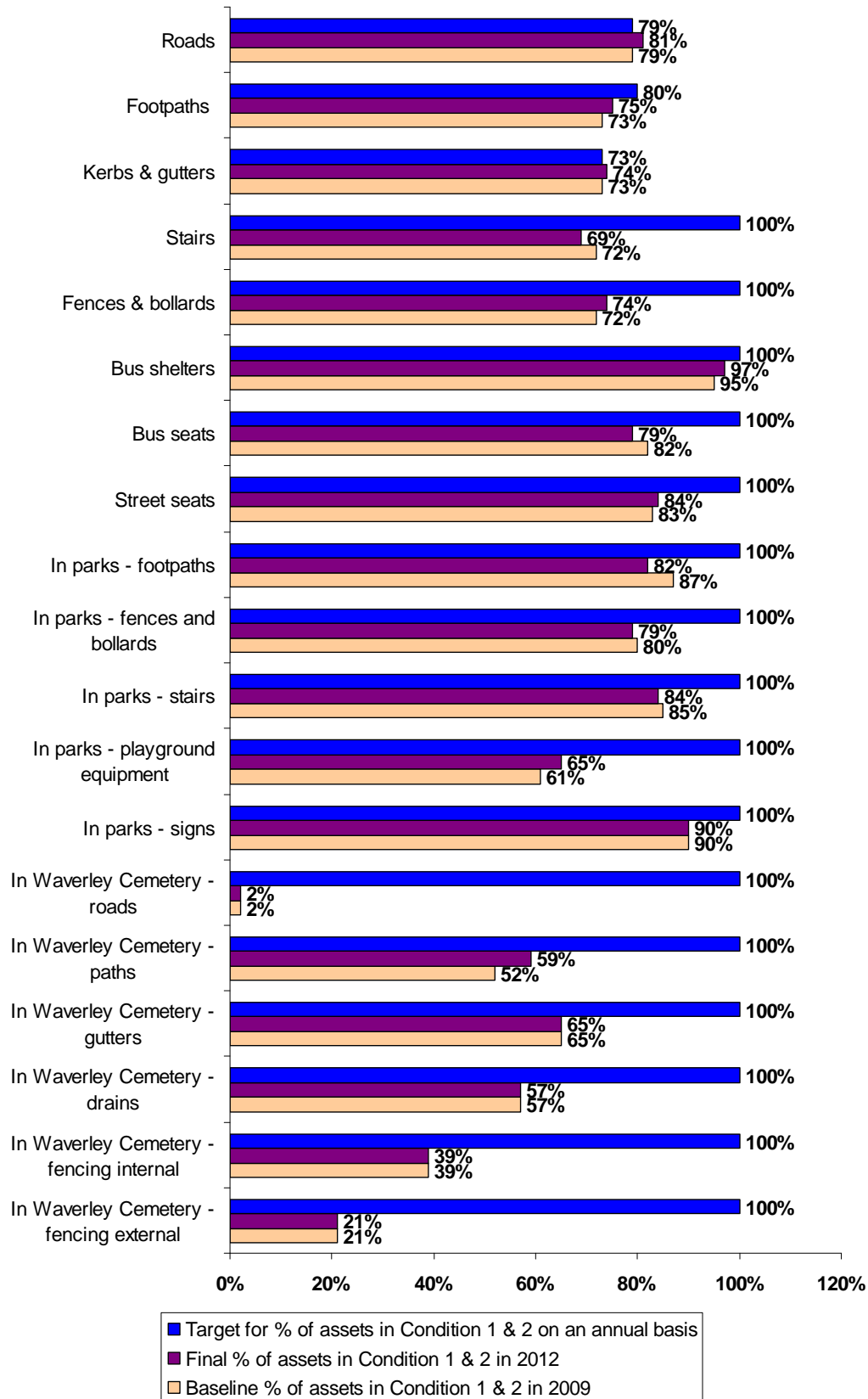
Waverley Together 2 assumes that acceptable service levels will be delivered from our assets as long as we are able to keep a certain proportion of each asset category in the top 2 or 3 condition ratings on an annual basis. The required proportions vary slightly as do the asset renewal intervals. However, this method is considered to be the best means of ensuring assets can be renewed sustainably and at the lowest long run cost.

Waverley Council won the Federal Government's 2010 National Award for Local Government in Asset and Financial Management for this method of accurately estimating and minimising the cost of infrastructure asset renewal. NSW Treasury Corp also recently rated Waverley Council's financial planning and asset management as "strong" and among the best in NSW local government.

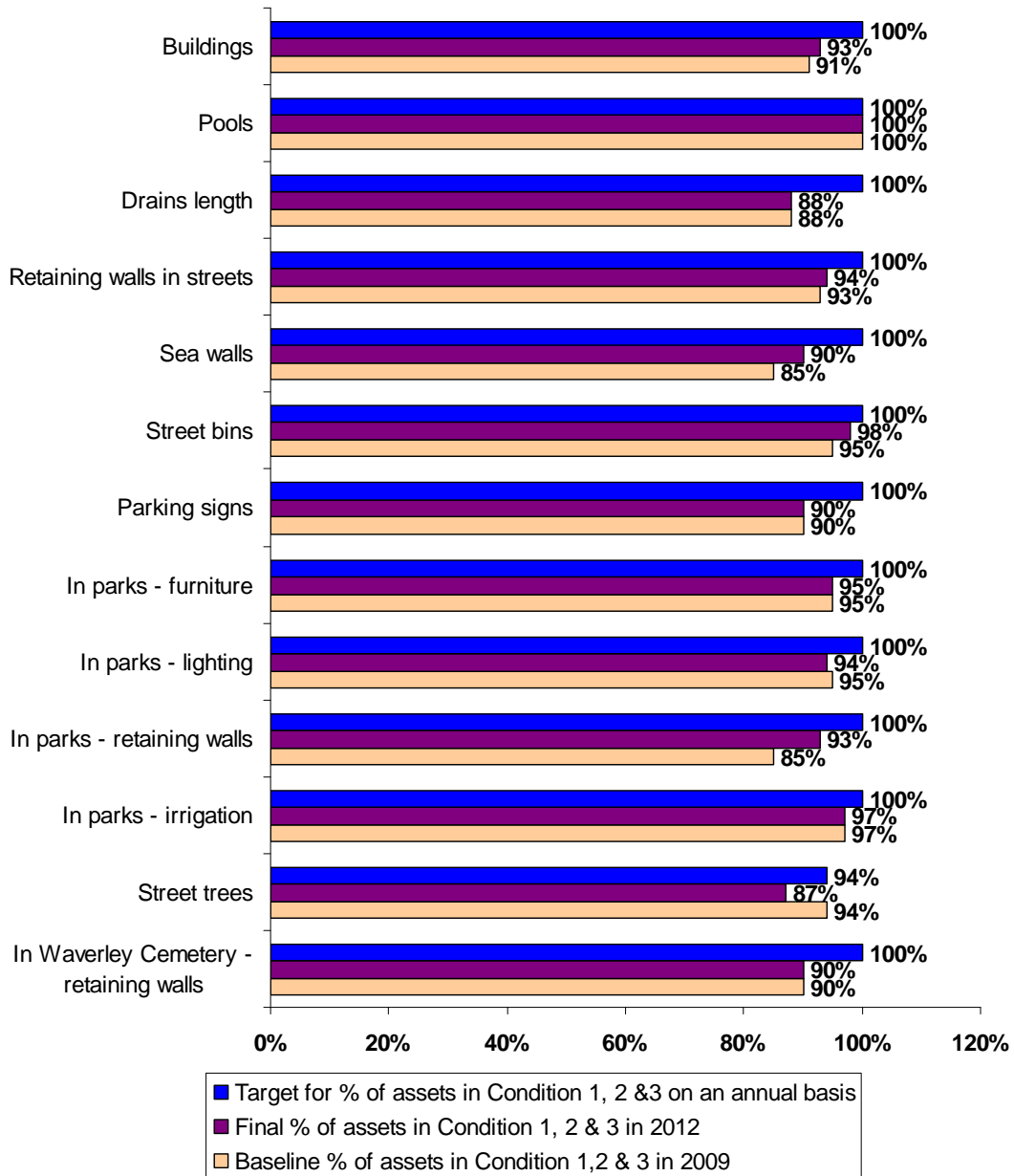
The following charts show how we are progressing towards achieving the target condition ratings.



Waverley Together 2
Performance against targets for sustainable assets
For assets that can deliver acceptable service levels by being
maintained in Condition 1 or 2



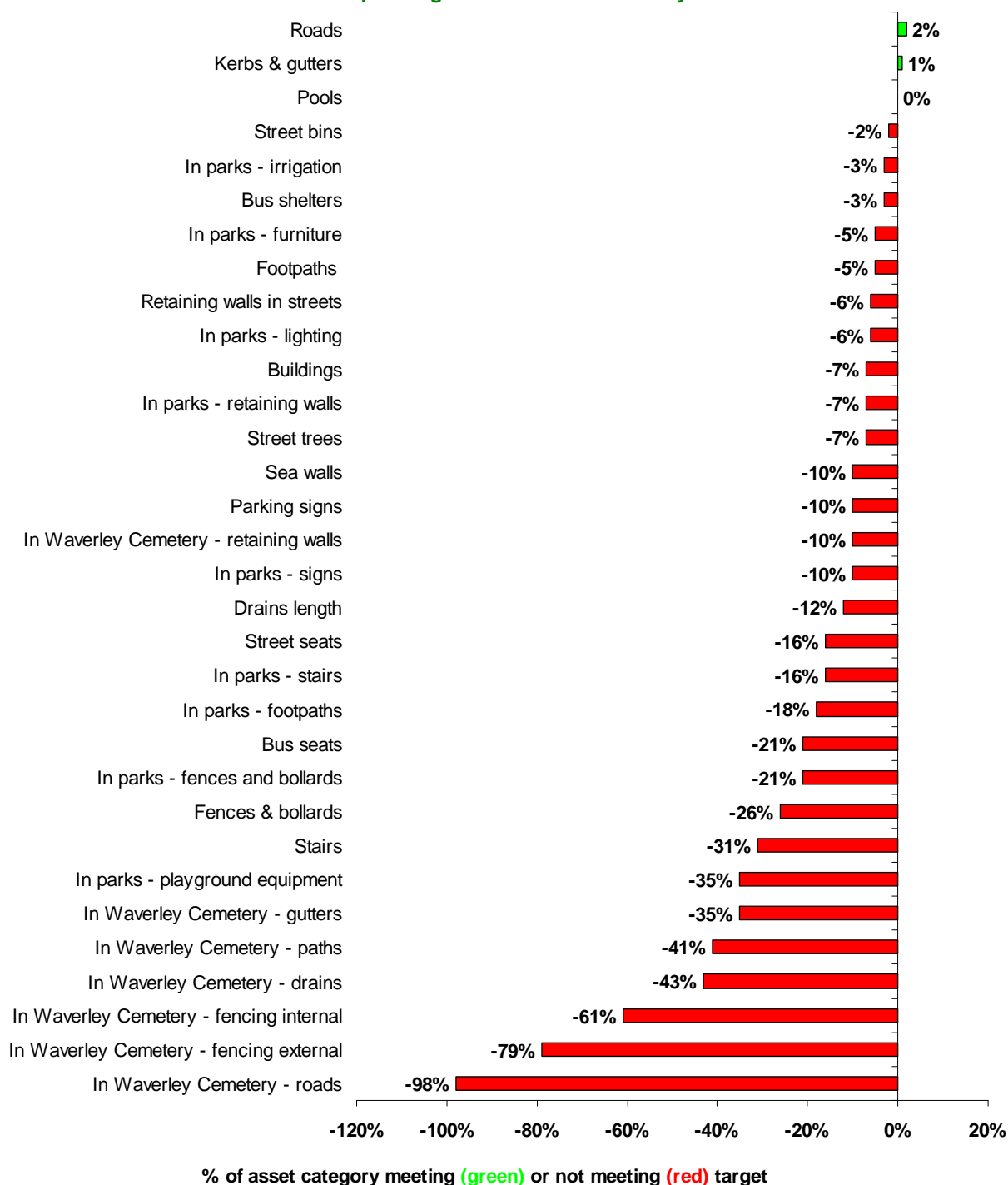
Waverley Together 2
Performance against targets for sustainable assets
For assets that can deliver acceptable service levels by being
maintained in Condition 1, 2 or 3



Based on the above, the asset with the biggest gap between required condition ratings and actual ratings is of course Waverley Cemetery, followed closely by some infrastructure assets in parks, and stair, fences and bus seats in the street domain.

The gap per asset category is shown in the following graph.

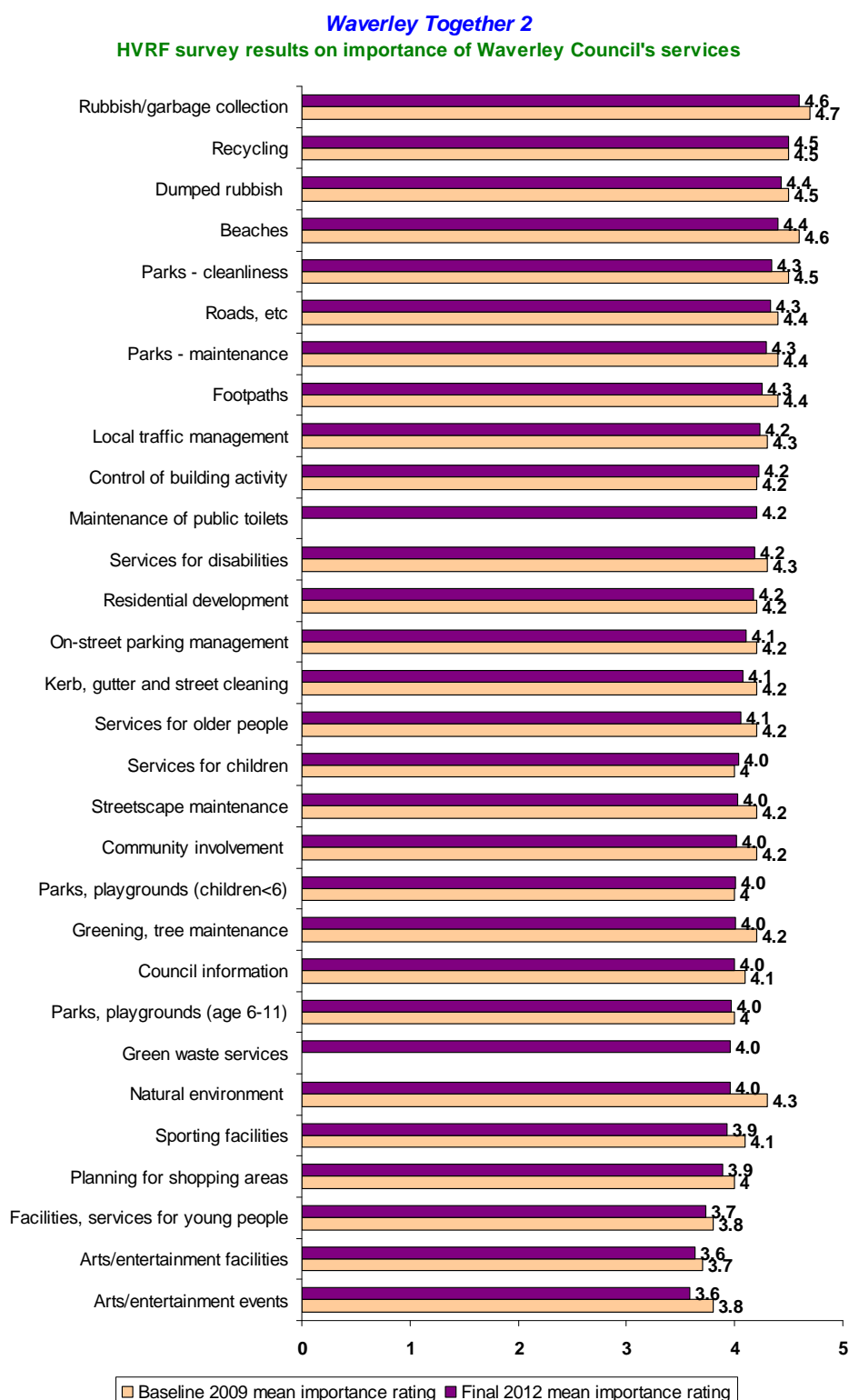
Waverley Together 2
Performance against targets for sustainable assets
Gap to target for asset sustainability



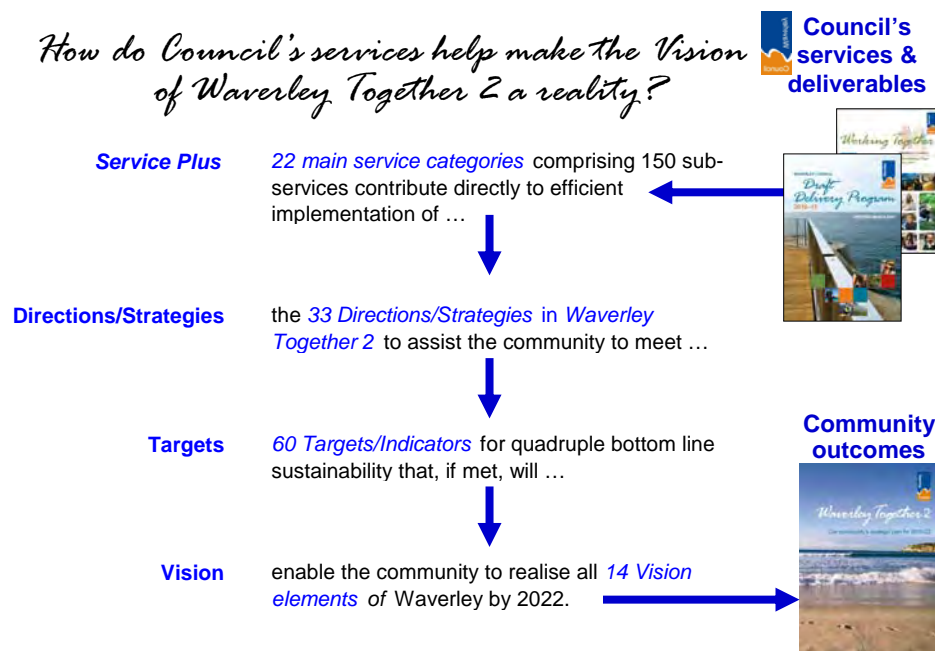
The value of the backlog infrastructure renewal will be published in the annual Financial Statements in November 2012 but is expected to be in the order of \$29 million. Our capacity to bridge this gap has been weakened somewhat by a lower than required rate rise granted by IPART in June 2011. This financial gap will need to be bridged if we are to renew assets to deliver appropriate service levels without having to cut the services themselves.

4. Contribution of services to *Waverley Together 2*

Successive statistically valid surveys in 2009, 2010 and 2012 have consistently confirmed that the community considers Waverley Council's services to be central to their capacity to achieve the vision and targets of *Waverley Together 2* and quadruple bottom line sustainability overall. Essentially, anything Council does is considered by the community to be highly likely to contribute in some degree, and often in significant degree, to the quality of life we desire. It is not possible to achieve basic quality of life, let alone the vision, without accessing the Council's services on a daily basis.



If life has got better under *Waverley Together 2*, we can therefore be reasonably confident that it was at least partly because of something that Council did. In this context the relevance of our services is not in question in the minds of our community and Council can easily map a direct connection between our services, the deliverables we have set ourselves, and the community's capacity to achieve the vision of *Waverley Together 2*. That map is summarised as shown below.



Appendix 1 provides more detail on this map of Council's services to vision.

As yet, no map has been produced which shows how State or Federal Government services contribute to achievement of the vision. Nor, outside the mapping provided in *Waverley Together 2*, is there a map of partnerships between government, business and the community for achievement of the vision. This is the business of Integrated Planning & Reporting over the next decade. For the present report, it has been assumed that NSW State Government services and programs are vital and this report has attempted to integrate and shed light on their performance and future potential contribution.



NSW 2021 32 GOALS



REBUILD THE ECONOMY

1. Improve the performance of the NSW economy
2. Rebuild State finances
3. Drive economic growth in regional NSW
4. Increase the competitiveness of doing business in NSW
5. Place downward pressure on the cost of living
6. Strengthen the NSW skill base

RETURN QUALITY SERVICES

- | | | | | |
|--|---|---|--|--|
| TRANSPORT
7. Reduce travel times
8. Grow patronage on public transport by making it a more attractive choice
9. Improve customer experience with transport services
10. Improve road safety | HEALTH
11. Keep people healthy and out of hospital
12. Provide world class clinical services with timely access and effective infrastructure | FAMILY & COMMUNITY SERVICES
13. Better protect the most vulnerable members of our community and break the cycle of disadvantage
14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential | EDUCATION
15. Improve education and learning outcomes for all students | POLICE & JUSTICE
16. Prevent and reduce the level of crime
17. Prevent and reduce the level of re-offending
18. Improve community confidence in the justice system |
|--|---|---|--|--|

RENOVATE INFRASTRUCTURE

19. Invest in critical infrastructure
20. Build liveable centres
21. Secure potable water supplies

STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES

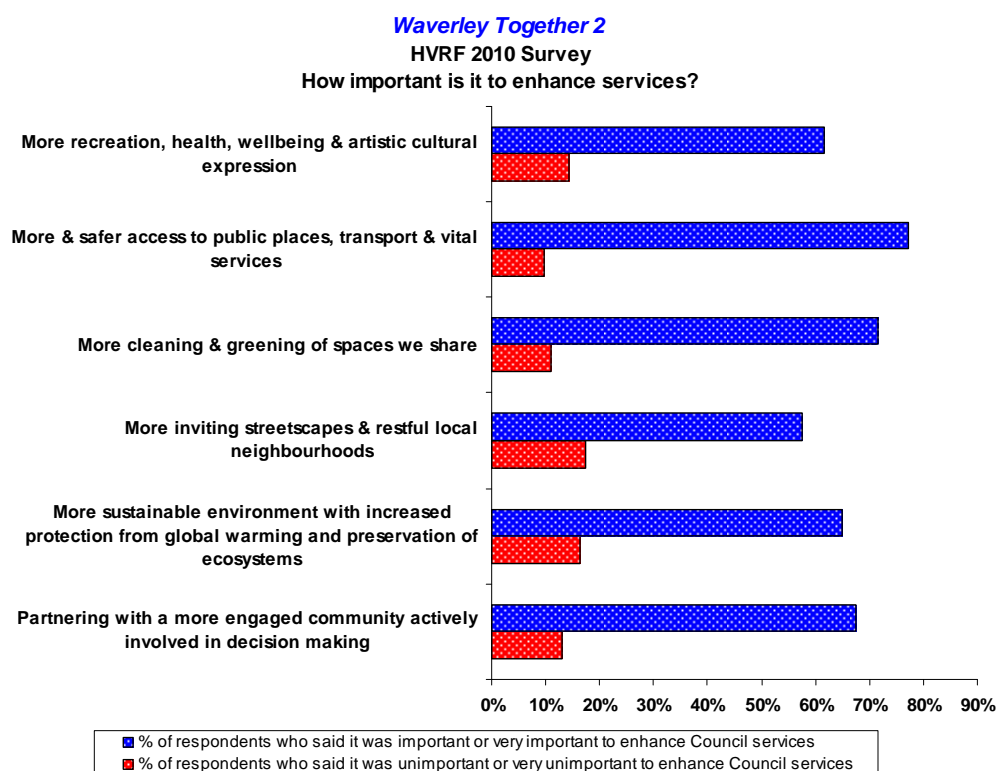
22. Protect our natural environment
23. Increase opportunities for people to look after their own neighbourhoods and environments
24. Make it easier for people to be involved in their communities
25. Increase opportunities for seniors in NSW to fully participate in community life
26. Fostering opportunity and partnership with Aboriginal people
27. Enhance cultural, creative, sporting and recreation opportunities
28. Ensure NSW is ready to deal with major emergencies and natural disasters

RESTORE ACCOUNTABILITY TO GOVERNMENT

29. Restore confidence and integrity in the planning system
30. Restore trust in State and Local Government as a service provider
31. Improve government transparency by increasing access to government information
32. Involve the community in decision making on government policy, services and projects

4.1 Contribution of Council services

The efficiency and effectiveness with which all partners deliver these services obviously has a major effect on our capacity to reach community targets at the lowest long run cost. To ensure maximum effectiveness of Council's services, Waverley recently reviewed and constructed a full package of services, including all its existing services, with some being enhanced in terms of how they can contribute to delivery of the vision. The enhancements were made at the request of a significant majority (66%) of the community and were for specific programs to achieve the following:



This package of services plus enhancements is called **Service Plus**. It is an 11 year program of expenditure of almost \$1.5 billion on services and assets to 2022 which was developed in consultation with the Waverley community. Their ultimate support of it was confirmed via the mandate they provided in 2010/11 to raise rates to fund a \$186 million shortfall on the package over 11 years.

At present we have of course only just reached the end of our first year of the 11 year **Service Plus** program, so it is difficult to draw a correlation between the obvious improvements in quality of life under *Waverley Together 2* and commencement of **Service Plus**. However, if satisfaction with our services is any measure of effectiveness, Waverley Council is at least moving in the right direction and we can expect that over the remaining decade to 2022 we should be able to stay on track to realise the vision, pending availability of funding.

The following results of the 2012 HVRF Survey show that satisfaction with Council's services has increased across the board since the 2009 HVRF survey.

Waverley Together 2
HVRF Community Survey Results 2009 & 2012
Service Satisfaction



However, whether this contribution to the QBL is sustainable is still in doubt. While our community gave a clear mandate in 2011 of majority support for funding **Service Plus** in full via raising rates over 7 years, the approval authority, the Independent Pricing and Regulatory Tribunal (IPART), provided approval for Council to raise rates to cover only \$110 million of the required \$186 million shortfall over the 11 years of *Waverley Together 2*. As such we still have a \$76 million shortfall over 11 years. This has recently been reduced to a \$60 million shortfall over 10 years simply by delaying commencement

of some operational expenses including planned additions to staff in key areas targeted for enhancement. This reduced expenditure will slow outputs and, if it persists, is likely in the long run to result in failure to contribute effectively to the vision.

Given the direct connection between Council's service sustainability and QBL sustainability, the remainder of the shortfall will need to be addressed if we are to realise the vision. Council is currently preparing a new Long Term Financial Plan exploring options for bridging this shortfall and will discuss this with the community during the forthcoming compulsory engagement process for the development of *Waverley Together 3*, due to be adopted by the newly elected council in June 2013.

In the mean time, progress with delivery of **Service Plus** can be reported as follows.

4.1.1 Progress with delivery of **Service Plus**

Service Plus became effective as of the 2011/12 financial year providing an additional \$3,964,475 for that year which Council has used to maintain existing services and to commence 40 out of the 66 programmed service enhancement projects.

It is important to note that **Service Plus** is not like other special rate variation funded programs. Other councils tend to use rate variations either for infrastructure 'catch up' works such as the repair of roads, footpaths etc, or the provision of 'new' infrastructure such as the construction of new community facilities, youth centres, libraries, recreation centres etc.

Service Plus by contrast is funded not just by rates but by diversified income sources being sourced through strategies set out in detail in the Long Term Financial Plan. Despite the approved rate rise, rates will fund less than 40% of **Service Plus** over the coming decade. **Service Plus** is also different in that it is a holistic approach to the delivery of the community vision as identified in *Waverley Together 2*. It involves continuance of existing services and the enhancement of others to provide new or expanded opportunities to the Waverley community. This includes infrastructure catch-up and new asset creation, but it is not strictly limited to it. The rate variation and **Service Plus** were scoped and costed to ensure that we can sustain both assets *and* services, and not find ourselves having to cut one to fund the other.

Without this approach to **Service Plus**, there would have been a reduction in services overall, which the community has clearly rejected. There would also have been a corresponding breakdown in Council's capacity to contribute to the vision.

Waverley Council's **Service Plus** program provides 22 main services comprising 150 sub-services. These cover a wide range of activities as shown opposite. A full list of the 150 sub-services is provided in **Appendix 2**.

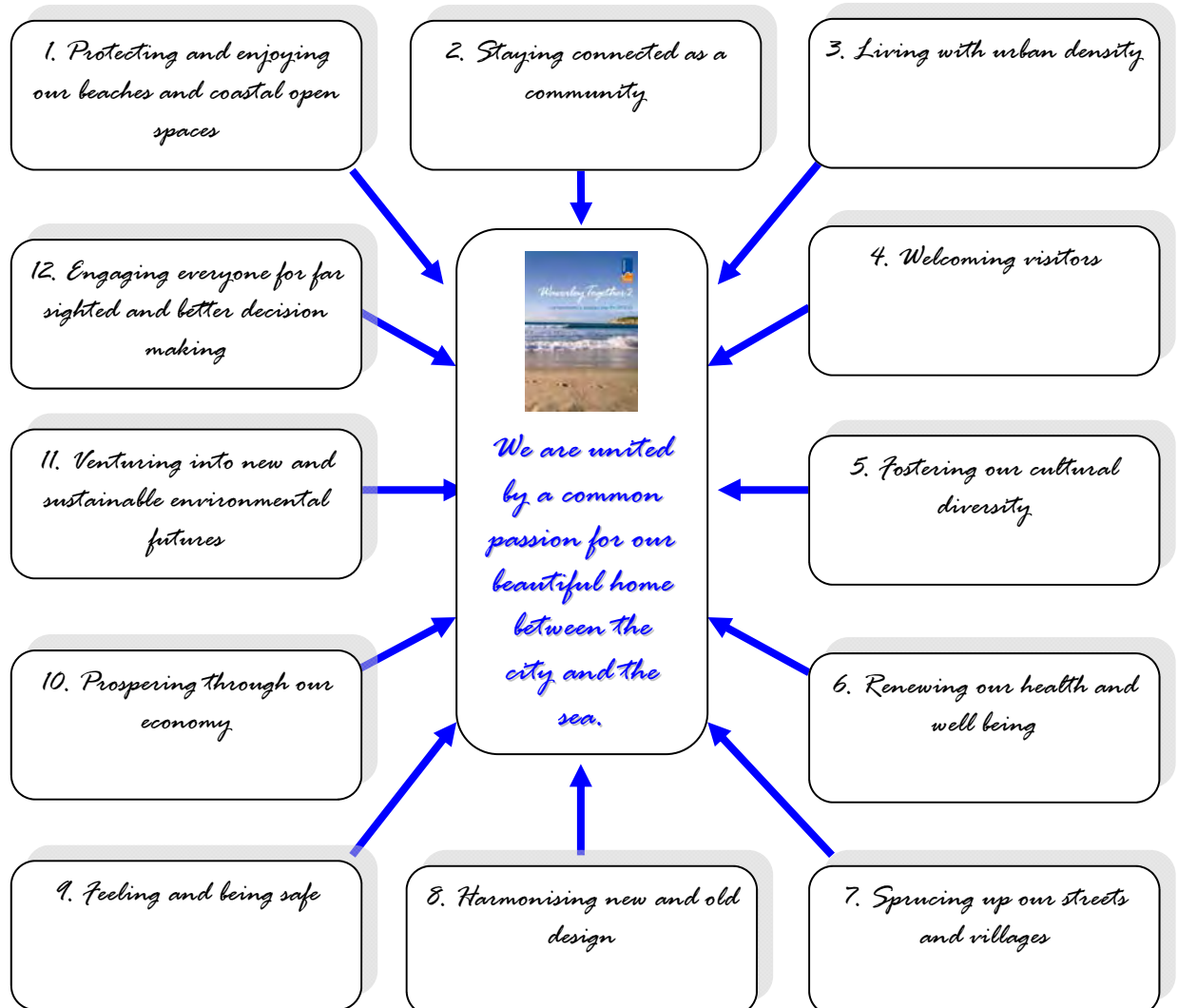
In response to the community request for services to be not only maintained but enhanced, Council identified the **Top 12 Focus Areas** within its activity base which it would need to concentrate on over the period 2010-2022 if it is to help the Waverley community achieve their long term vision. These focus areas are set out below. All services are geared to focus on delivery in these areas.

Waverley Council services

1. Asset management services
2. Beach services, maintenance & safety
3. Cemetery services
4. Child care services
5. Community services
6. Corporate support services
7. Cultural services
8. Customer services & communication
9. Development, building & health services
10. Emergency management services
11. Environmental services
12. Governance, integrated planning & community engagement
13. Library services
14. Parking services
15. Parks services & maintenance
16. Place management
17. Recreation services
18. Regulatory services
19. Social & affordable housing
20. Traffic & transport services
21. Urban open space maintenance & accessibility
22. Waste services

Waverley Together 2

The Top 12 Focus Areas for Council services and activities



Over the past year (2011 -12) Waverley Council has achieved a great start with the implementation of **Service Plus**. The following tables set out how Council is going in delivering **Service Plus** and how it is assisting in maintaining delivery of services within the **Top 12 Focus Areas**. As usual:

- ➔ means the activities commenced or are still on track to commence as scheduled
- ⬇ means the activity has been delayed in the schedule or is not on track
- ⬅ means the activity is not going ahead at all or is failing in terms of sustainability.

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 1: Protecting and enjoying our beaches and coastal open spaces</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
Keeping up our great beach cleaning program	→	<ul style="list-style-type: none"> ▪ Beaches cleaned using beach rake and cleaning staff in accordance with agreed program ▪ Seasonal beach pool cleaning program
Continuing our world leading beach and lifeguard service	→	<ul style="list-style-type: none"> ▪ Rostering lifeguards for year round operations ▪ Undertaking patrols of beaches to maintain surf safety
Cleaning up tired old public toilets and change rooms	↓	<ul style="list-style-type: none"> ▪ Public toilets upgrades
Keeping our new coastal and cliff walks as new	→	<ul style="list-style-type: none"> ▪ Programmed cleaning & maintenance of parks and coastal reserves
Re-turfing the parks and installing sustainable watering systems	→	<ul style="list-style-type: none"> ▪ Programmed cleaning & maintenance of parks and coastal reserves
Taking a total catchment management approach to reduce pollution from urban stormwater that drains to the coast	→	<ul style="list-style-type: none"> ▪ Gross Pollutant Traps monitored and maintained ▪ Maintaining existing stormwater & groundwater infrastructure
Pursuing our targets for greenhouse gas emission reductions to help prevent or slow sea level rises	→	<ul style="list-style-type: none"> ▪ Creating additional car share spaces ▪ Promoting greater public transport use ▪ Education & promotion programs to encourage active transport ▪ Expanding bicycle network ▪ Promoting energy efficiency ▪ Reducing energy use in Council operations
Developing climate change adaptation strategies in asset management plans for coastal areas	→	<ul style="list-style-type: none"> ▪ Development and implementation of Waverley Coastal Hazard & Risk Assessment

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 2: Staying connected as a community</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Expanding our affordable and aged housing programs 	→	<ul style="list-style-type: none"> Promoting the generation of new affordable housing Providing a range of social housing options and acquiring additional social housing
<ul style="list-style-type: none"> Expanding and diversifying our volunteering networks 	→	<ul style="list-style-type: none"> Implementing Volunteering Strategy Supporting bushcare program
<ul style="list-style-type: none"> Providing childcare places at an affordable price 	→	<ul style="list-style-type: none"> Providing long day and family day care Expanding childcare facilities
<ul style="list-style-type: none"> Maintaining our extensive array of family support services 	→	<ul style="list-style-type: none"> Providing specific support to families and their children from birth to 5 years
<ul style="list-style-type: none"> Providing improved information, services and facilities to our older community and people with disabilities 	→	<ul style="list-style-type: none"> Providing high quality affordable services for frail people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion Operating a seniors centre Providing programs aimed at improving independent living skills for people with mild intellectual disability
<ul style="list-style-type: none"> Increasing the capacity of public transport services 	→	<ul style="list-style-type: none"> Bus shelters maintained and replaced Promoting the use of public transport for Bondi Junction and Bondi Beach Undertake parking patrols to ensure parking compliance along transport corridors
<ul style="list-style-type: none"> Investing in upgrades of assets used for walking and cycling, including establishing more greenlinks and bike routes 	→	<ul style="list-style-type: none"> Provision of bicycle parking and other bicycle related facilities Undertaking annual footpath construction and maintenance program
<ul style="list-style-type: none"> Implementing the Bondi Junction Pedestrian Access Mobility Plan 	→	<ul style="list-style-type: none"> Stage 1 (PAMP 01) commenced
<ul style="list-style-type: none"> Developing and implementing a Bondi Beach Pedestrian Access Mobility Plan 	↓	<ul style="list-style-type: none"> Delayed due to partial approval of the rate rise
<ul style="list-style-type: none"> Improving pedestrian access to Bondi Junction bus and rail interchange 	→	<ul style="list-style-type: none"> Negotiation to re-open Grafton Lane entry to Bondi Junction Station from Rowe Street

Waverley Together 2
Focus Area 3: Living with urban density

Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Thinking 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 	→	<ul style="list-style-type: none"> Waverley Transport Review
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Implementing the 82 adopted recommendations of the 2009 Parking Review Undertaking parking patrols in commercial and residential areas Educational programs on parking and road safety
<ul style="list-style-type: none"> Promoting and developing attractive transport alternatives, preferably funded by developers and other investors 	→	<ul style="list-style-type: none"> Developing Voluntary Planning Agreements and other contributions that deliver public infrastructure Waverley Transport Review
<ul style="list-style-type: none"> Expanding car share schemes 	→	<ul style="list-style-type: none"> Creating additional car share spaces
<ul style="list-style-type: none"> Developing and agreeing on a long term plan to solve the problem of Bondi Road congestion without impacting on businesses and nearby residents 	→	<ul style="list-style-type: none"> Continuing to explore and discuss possibilities for light rail. Continuing engagement with businesses Waverley Transport Review
<ul style="list-style-type: none"> Increasing the capacity of public transport services 	→	<ul style="list-style-type: none"> Bus operations reviewed annually with STA
<ul style="list-style-type: none"> Coming to an agreement about how much parking should be provided in new developments to achieve a sustainable lifestyle and economy 	→	<ul style="list-style-type: none"> Developing a Comprehensive LEP Developing a Comprehensive DCP Adopting the new Transport Plan
<ul style="list-style-type: none"> Thinking about changing community attitudes to parking— it's a scarce resource that needs to be fairly shared, not a right 	→	<ul style="list-style-type: none"> Commencing a new review of Residential Preferential Parking Schemes Waverley Transport Review Parking patrols in commercial and residential areas
<ul style="list-style-type: none"> Developing and implementing a Bondi Beach Pedestrian Access Mobility Plan 	↓	<ul style="list-style-type: none"> Delayed due to partial approval of the rate rise
<ul style="list-style-type: none"> Ensuring planning controls consider residential amenity impacts such as noise, solar access and privacy 	→	<ul style="list-style-type: none"> Development applications assessed and approved in line with Council's planning controls and policies
<ul style="list-style-type: none"> Utilising urban planning policies and processes to improve public domains when creating new buildings 	→	<ul style="list-style-type: none"> Development of Comprehensive LEP and Comprehensive DCP

Waverley Together 2
Focus Area 4: Welcoming visitors

Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Developing great virtual and real visitor information centres 	→	<ul style="list-style-type: none"> Providing a diverse range of arts and cultural events across Waverley Revising our web site
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Working with promoters of events at Bondi Junction and Bondi Beach to promote the use of public transport
<ul style="list-style-type: none"> Coordinating event management with transport and parking management 	→	<ul style="list-style-type: none"> Providing information on the use of public transport in promotional material for events and activities at Bondi Junction and Bondi Beach
<ul style="list-style-type: none"> Ensuring the extra people who will be travelling to the LGA to work in the next 10 years use public transport 	→	<ul style="list-style-type: none"> Waverley Transport Review Bus operations reviewed annually with STA
<ul style="list-style-type: none"> Continuing our coordinated place management services for Bondi Beach, especially in revising our <i>Policy Statement on Tourism</i>, 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 	→	<ul style="list-style-type: none"> Annual marketing and advertising program through place management for Bondi Junction, Bondi Beach and smaller retail centres
<ul style="list-style-type: none"> Encouraging development of tourist accommodation in the Bondi Junction commercial centre 	→	<ul style="list-style-type: none"> Implementing Visitor Management Action Plan
<ul style="list-style-type: none"> Pursue financial and other types of resource support from State and Federal Governments that assists Council in its visitor management activities 	→	<ul style="list-style-type: none"> Implementing Visitor Management Action Plan

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 5: Fostering our cultural vitality</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Developing our civic and open spaces to provide multi-use venues that can cater for new types of cultural events 	→	<ul style="list-style-type: none"> Approving developments that maintain and enhance the identity of Waverley's villages Civic Pride village improvement project initiated Opportunities to deliver public infrastructure through Voluntary Planning Agreements Commencing a new business planning process for Waverley Cemetery
<ul style="list-style-type: none"> Upgrading the Bondi Pavilion as a vibrant arts and entertainment centre, providing a diverse program of creative experiences, performances and visual arts 	→	<ul style="list-style-type: none"> Plan of Management for Bondi Pavilion and Bondi Park
<ul style="list-style-type: none"> Fostering indigenous and multicultural arts festivals, performances and events 	→	<ul style="list-style-type: none"> Providing events and promotions targeting culturally and linguistically diverse people and Aboriginal & Torres Strait Islander communities
<ul style="list-style-type: none"> Establishing a successful resident theatre company at the Bondi Pavilion 	→	<ul style="list-style-type: none"> Tamarama Rock Surfers Theatre company established at Bondi Pavilion Theatre Providing support and advice to assist artists and other to hold arts and cultural events and activities Plan of Management for Bondi Pavilion and Bondi Park
<ul style="list-style-type: none"> Turning our streets and reserves into venues for inspiring sculptures 	→	<ul style="list-style-type: none"> Developing public art in suitable locations in Waverley

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 6: Renewing our health and wellbeing</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Maintaining our community services to help people stay in their homes for longer 	→	<ul style="list-style-type: none"> Providing Meals on Wheels service Providing a shopping service Providing a Waverley Home Library Service Providing programs for older people at Bondi Pavilion
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Operating a Senior Centre Providing a varied program of activities and events for older people
<ul style="list-style-type: none"> Building a new Waverley Pavilion as a sports centre 	→	<ul style="list-style-type: none"> Pavilion completed and opened in June 2012
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Development of Plans of Management for Bondi Pavilion, Bondi Park, Waverley Park Continuing to implement priority actions in relation to facilities in Waverley Park, Barracluff Park and Rodney Reserve
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Programmed cleaning & maintenance of parks and coastal reserves
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Syd Einfeld Drive Depot established
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Maintaining Waverley and South Head Cemeteries Establishing a panel for development of a business plan for Waverley Cemetery

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 7: Sprucing up our streets and villages</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Educating and regulating to prevent rubbish dumping 	→	<ul style="list-style-type: none"> Deliver a waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement Running local events and initiatives that encourage recycling of waste
<ul style="list-style-type: none"> Picking up dumped rubbish quickly when it occurs 	→	<ul style="list-style-type: none"> Inspection and removal of dumped rubbish and where appropriate enforcement action
<ul style="list-style-type: none"> Removing graffiti and bill postering as soon as it appears 	→	<ul style="list-style-type: none"> Graffiti and posters removed in accordance with Council's Graffiti Management & Poster Removal Policy Increased graffiti removal per Quarter
<ul style="list-style-type: none"> Sweeping up more frequently 	→	<ul style="list-style-type: none"> Task list to meet current needs of the major shopping/commercial districts All public place areas including high profile gardens, landscaped traffic calming devices and village centres are maintained Undertaking programmed cleaning of council assets including street furniture, signage and litter bins in accordance with adopted Service Level Agreement
<ul style="list-style-type: none"> Renewing streets with smart landscaping treatments that provide shade without loss of vistas 	→	<ul style="list-style-type: none"> Annual program of works Annual asset maintenance program 'Looking Good' – streetscape improvement works undertaken Footpath garden program continued
<ul style="list-style-type: none"> Upgrading streetscapes around the main gateways to Waverley to develop a distinct identity and a welcoming feel 	→	<ul style="list-style-type: none"> Implementation of Civic Pride village improvement project
<ul style="list-style-type: none"> Developing the Bondi Road village into a more effective strip shopping layout 	↓	<ul style="list-style-type: none"> Implementation of Civic Pride village improvement project
<ul style="list-style-type: none"> Improve the Bronte Beach centre by improving pedestrian access to Bronte Park 	↓	<ul style="list-style-type: none"> Undertake works arising from Bronte Park Plan of Management Annual asset maintenance program

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 8: Harmonising new and old design</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Preparing and implementing planning policies which identify natural and built heritage items and conservation areas 	→	<ul style="list-style-type: none"> All properties with heritage significance listed within LEP
<ul style="list-style-type: none"> Recognising quality design outcomes through annual heritage and urban design awards 	→	<ul style="list-style-type: none"> Conduct Heritage & Urban Design Awards annually
<ul style="list-style-type: none"> Providing expert heritage and urban design advice to the community 	→	<ul style="list-style-type: none"> Provide heritage advice to development applicants Provide information to the public on heritage and good design
<ul style="list-style-type: none"> Making heritage and quality urban design a strong focus in the development assessment process 	→	<ul style="list-style-type: none"> Provide heritage advice on development applications
<ul style="list-style-type: none"> Ensuring new developments incorporate sustainable building practices 	→	<ul style="list-style-type: none"> Assess and approve development applications in line with Council's controls and policies
<ul style="list-style-type: none"> Ensuring policies and guidelines are in place to deliver buildings which contribute to and respect the existing character, scale and topography of the area 	→	<ul style="list-style-type: none"> Assess and approve development applications in line with Council's controls and policies

Waverley Together 2
Focus Area 9: Feeling and being safe

Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Increasing asset maintenance to reduce hazards, especially in footpaths, play equipment, and around the many retaining walls in the LGA 	→	<ul style="list-style-type: none"> Updating assessment of assets since completion of SAMP3 Incorporating asset management funding assessments into 4 year Delivery Program and 10 year Long Term Financial Plan Implementing Capital works program Implementing Annual asset maintenance program
<ul style="list-style-type: none"> Continuing road and parking safety programs especially around schools 	→	<ul style="list-style-type: none"> Undertaking parking patrols around schools Providing information to improve safety around schools Undertaking enforcement action to ensure safety around schools
<ul style="list-style-type: none"> Expanding fully designed 40km/hour zones in local streets where accidents occur 	→	<ul style="list-style-type: none"> Collecting, collating and reviewing traffic & pedestrian crash data
<ul style="list-style-type: none"> Delivering major events with strong safety planning 	→	<ul style="list-style-type: none"> A diverse range of arts & cultural events across Waverley
<ul style="list-style-type: none"> Managing safe summers by annual promotions of safe swimming, drinking, driving and parking 	→	<ul style="list-style-type: none"> Safety audits Bondi Beach and Bondi Junction Alcohol free zones reviewed and managed Implementing Safe Summer initiative Participating in and support community safety programs Implementing Community Safety Plan Undertaking rescues and provide first aid and other assistance on Council's beaches
<ul style="list-style-type: none"> Continuing our focus on regulation of villages, beaches and major places to control anti-social behaviour 	→	<ul style="list-style-type: none"> Implementing Community Safety Plan
<ul style="list-style-type: none"> Planning for integrated urban development, zoning and design to minimise social disturbances and crime 	→	<ul style="list-style-type: none"> Assess and approve development applications in line with Council's controls and policies Updating existing and creating new strategic land use policies when requested by Council
<ul style="list-style-type: none"> Building a culture of commitment to safety and risk reduction in our workforce, especially in their daily routines in public spaces 	→	<ul style="list-style-type: none"> OHS Risk Management Plan implemented Operational risk processes and strategies reviewed

<p style="text-align: center;"><i>Waverley together 2</i></p> <p style="text-align: center;"><i>Focus Area 10: Prospering through our local economy</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Implementing key aspects of Council's adopted <i>Investment Strategy</i> including a new childcare centre at Bondi Junction 	→	<ul style="list-style-type: none"> Reviewing current Investment Strategy Mill Hill Early Learning and Child Care Centre nearing completion
<ul style="list-style-type: none"> Eastgate Carpark to deliver increased custom to surrounding businesses by creating space for more people to work and shop in Bondi Junction 	↓	<ul style="list-style-type: none"> Managing Council's carparks
<ul style="list-style-type: none"> Renewing building facades, streetscapes and footpath treatments in Bondi Junction, particularly around Eastgate 	↓	<ul style="list-style-type: none"> Looking good – streetscape Improvement works undertaken Capital works Program Annual asset maintenance program
<ul style="list-style-type: none"> Making the dream of a bigger Bondi Junction Mall within a well planned Bondi Junction Town Centre a reality 	↓	<ul style="list-style-type: none"> Annual marketing and advertising program aimed at increased visitation and economic activity in Bondi Junction Implementing funded actions from Bondi Traffic and Transport Study
<ul style="list-style-type: none"> Getting a north-south pedestrian connection from Bondi Junction interchange to increase access to the western and central sectors of the Junction 	↓	<ul style="list-style-type: none"> Implementation of funded actions from Bondi Traffic and Transport Study Progress made on improved access to Bondi Junction Interchange
<ul style="list-style-type: none"> Increasing the potential for employment-generating development in the Bondi Junction commercial centre 	→	<ul style="list-style-type: none"> Annual marketing and advertising program aimed at increased visitation and economic activity in Bondi Junction Gazetting of the Bondi Junction LEP
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Operation of Bondi Beach Car Park Aligning meter fees and car park fees to help ensure visitors are attracted to park in car parks rather than residential streets Parking patrols in commercial and residential areas Upgrade parking access equipment
<ul style="list-style-type: none"> Building the economic viability of our local village centres by ensuring they service the needs of the local community 	→	<ul style="list-style-type: none"> Development and implementation of an economic development and marketing program Undertaking regular Business Activity Audits Improve communication with business operators and property owners Program of cleaning streets, village centres and non-landscaped traffic calming devices undertaken Civic Pride village improvement project initiated

<p style="text-align: center;"><i>Waverley together 2</i></p> <p style="text-align: center;"><i>Focus Area 11: Venturing into new and sustainable environmental features</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Working with neighbouring Councils to investigate opportunities for the establishment of regional alternative waste technologies that divert waste from landfill 	→	<ul style="list-style-type: none"> Participating in SSROC Regional Tender discussion for Waste Disposal
<ul style="list-style-type: none"> Pursuing a partnership with Energy Australia to upgrade street lighting with energy efficient alternatives 	↓	<ul style="list-style-type: none"> Developing a partnership with Energy Australia to upgrade street lighting Retrofitting street lighting luminaires
<ul style="list-style-type: none"> Encouraging and facilitating district cogeneration in new and existing commercial, retail and residential development 	↓	<ul style="list-style-type: none"> Commencing implementation of cogeneration development strategy in Bondi Junction commercial centre
<ul style="list-style-type: none"> Investing 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 	→	<ul style="list-style-type: none"> Implement sustainability retrofit program of existing multi-unit developments Implement trial of free Sustainable Building Advisory Service Promoting the uptake of green power purchase in the community
<ul style="list-style-type: none"> Exploring partnerships with Sydney Water to utilise treated effluent for district irrigation 	→	<ul style="list-style-type: none"> Water harvesting schemes in Bronte Park and Bondi Park utilising stormwater for irrigation instead of effluent Participating in Sydney Water's landscape irrigation efficiency projects Participating in Sydney Water's <i>Every Drop Counts</i> program
<ul style="list-style-type: none"> Increasing coverage and connectivity of identified wildlife habitat corridors by working with private and public landholders 	→	<ul style="list-style-type: none"> Implementing a Tree Management Plan Integration of Waverley Flora and Fauna Study into Council's planning instruments Identification of areas threatened and endangered species in LEP Map
<ul style="list-style-type: none"> Amending planning instruments to protect all areas of native vegetation and habitat 	→	<ul style="list-style-type: none"> Integration of Waverley Flora and Fauna Study into Council's planning instruments

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 11: Venturing into new and sustainable environmental features</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> Partnering with the community to reduce household vehicle kilometres travelled 	→	<ul style="list-style-type: none"> Develop Waverley Bike Plan and implementation schedule Identify and create additional car share spaces Identify opportunities for greater public transport use Meet regularly with State Government agencies to discuss possible improvements/changes to increase public transport capacity in the LGA Coordinate local events that promote sustainable transport Run community workshops that encourage cycling Prepare transport access guides for Council facilities Review and update Waverley Bike Maps Participate in Inner Sydney Regional Bike Plan
<ul style="list-style-type: none"> Identifying all target groups within the community and establishing ways to engage with them on sustainability issues 	→	<ul style="list-style-type: none"> Commenced establishing a map of partnerships with the community and others Coordinating local events to promote sustainable transport Sustainable building advisory service Community workshops on energy efficiency Promoting uptake of greenpower purchases by the community
<ul style="list-style-type: none"> Developing pricing policies to ensure new developments in Bondi Junction are environmentally sustainable 	→	<ul style="list-style-type: none"> Sustainability provisions included in DCP

<p style="text-align: center;"><i>Waverley Together 2</i></p> <p style="text-align: center;"><i>Focus Area 12: Engaging everyone for far sighted and better decision making</i></p>		
Services delivered	Achieved in 2011-12	Activities undertaken
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Development of a suite of corporate plans that meet legislative requirements Preparing reports on progress with Delivery Program deliverables, Annual Report and End of Term Report
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Development and implementation of a Community Engagement Strategy that meets legislative requirements
<ul style="list-style-type: none"> Building great information and communications programs so that consultation especially on the most difficult or divisive issues can occur based on the best information 	→	<ul style="list-style-type: none"> Development and implementation of a Community Engagement Strategy that meets legislative requirements Provide support to Advisory committees, Precinct committees and community forums
<ul style="list-style-type: none"> 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 	→	<ul style="list-style-type: none"> Google search functionality established on website improving Rate rise and other consultation programs based on interactive Bang the Table platforms e-planning proceeding Web-based DA tracking installed
<ul style="list-style-type: none"> Building a workforce that is committed to engagement and excited by the prospect of understanding desires and meeting them in clever and efficient ways 	→	<ul style="list-style-type: none"> Customer service training for staff Customer Service Charter implemented A program of continuous improvement in customer service Precinct Policy reviewed Award winning engagement on Integrated Planning & Reporting (Waverley Council was the winner of the International Association for Public Participation's 2011 NSW Core Values Award)

The above analysis clearly demonstrates that Council has been able to continue with its long established services and that significant headway has been made on various enhancements to services. However, as stated above, there is a shortfall for the full 11 year **Service Plus** program. This has required Council to adjust its planning for the timing of commencement of several **Service Plus** enhancements. Priority has been given to:

- statutory obligations,
- expenditures which, if delayed, will cause the long run cost of meeting the targets of *Waverley Together 2* to rise substantially, such as expenditures for renewal of aging infrastructure, and
- expenditures which, per dollar invested, provide the best chance of achieving noticeable progress towards the targets or productivity, such as energy conservation projects, and investments in major recreation, health and wellbeing facilities, like the newly opened Margaret Whitlam Recreation Centre in Waverley Park.

Despite budgeting difficulties created by the partial approval of the rate rise, Council has retained all enhancements in the **Service Plus** program plan but, in certain cases, has moved their possible commencement until later in the Long Term Financial Plan. By careful and consultative planning we will have managed to commence 59% of the total 11 year program of **Service Plus** enhancements in the first two years. The following tables show what has commenced under the Long Term Financial Plan and what has been budgeted to commence before two years of the 11 year program have expired.

Service Plus Component items – Commencement status				
Service Plus Component 2 Providing more opportunities for recreation, health and wellbeing	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. A new Waverley Pavilion	\$14,598,195**	Investment Strategy	→	Complete
b. Playground upgrades	\$450,000	Capital Enhancements	→	Commenced
c. Tamarama Park Plan of Management works	\$630,000	Capital Enhancements	→	Commenced
d. Bronte Park Plan of Management works	\$500,000	Capital Enhancements	↓	Delayed
e. Waverley Park Plan of Management works	\$790,000	Capital Enhancements	→	Commenced
f. Bondi Park Plan of Management works	\$3,000,000	Capital Enhancements	→	Commencing
g. Rodney Reserve enhanced facilities	\$1,400,000	Capital Enhancements	↓	Delayed
h. Hugh Bamford Park upgrade to buildings and fields	\$1,600,000	Capital Enhancements	↓	Delayed
Total	\$22,968,195			

** Includes capital and ongoing operating costs excluding revenues from operation.

Service Plus Component items – Commencement status				
Service Plus Component 3 Providing more opportunities for artistic and cultural expression	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. Bondi Pavilion works	\$1,090,000	Investment Strategy	→	Ongoing
Total	\$1,090,000			

Service Plus Component items – Commencement status				
Service Plus Component 4 Providing more and safer access to public places	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. 10% increase in proportion of footpaths kept in top condition	\$3,683,634	Sustainable Assets	→	Commenced
b. Structural renewal of Bondi & Bronte Beach Promenades	\$5,000,000	Capital Enhancements	↓	Delayed
c. Retaining walls backlog renewals	\$4,823,895	Sustainable Assets	↓	Delayed
d. Parks infrastructure backlog renewals	\$8,105,024	Sustainable Assets	↓	Delayed
e. Cemetery infrastructure backlog renewals	\$7,355,261	Sustainable Assets	→	Commenced
f. Stairs, fences bus shelters backlog renewals	\$513,315	Sustainable Assets	→	Commencing
g. Build reserves to deal with planned renewals & expected failures in stormwater drainage systems	\$8,669,150	Sustainable Assets	→	Commencing
h. QED tunnels and storage space remediation	\$3,750,000	Capital Enhancements	↓	Delayed
i. Implement Bondi Junction Pedestrian Access and Mobility Plan	\$2,200,000	Capital Enhancements	↓	Delayed
j. Develop Bondi Beach Pedestrian Access and Mobility Plan	\$200,000	Capital Enhancements	↓	Delayed
k. Implement Bondi Beach Pedestrian Access and Mobility Plan	\$2,000,000	Capital Enhancements	↓	Delayed
l. Tamarama/Bronte 40km/hr zone	\$550,000	Capital Enhancements	↓	Delayed
m. Bondi Junction 40km/hr zone	\$750,000	Capital Enhancements	↓	Delayed
n. School zones safety program	\$400,000	Capital Enhancements	↓	Delayed
Total	\$48,000,279			

Service Plus Component items – Commencement status				
Service Plus Component 5 Providing more and safer access to transport	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. Traffic Engineer x 1	\$1,293,115	Operational Enhancements Layer	→	Commenced
b. Conversion of unused car park spaces in Eastgate Car Park to commercial space, increasing capacity to deliver customers to the retail centre and reducing congestion	\$9,504,546	Investment Strategy Layer	→	On track to commence as scheduled
Total	\$10,797,661			

Service Plus Component items – Commencement status				
Service Plus Component 6 Providing more and safer access to vital services	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. 2 nd person at Seniors' Centre	\$873,629	Operational Enhancements	↓	Delayed
b. Outreach Worker x 1	\$808,615	Operational Enhancements	↓	Delayed
c. Public toilets upgrade	\$1,343,000	Capital Enhancements	→	Commencing
d. New child care / family day care / early learning centre	\$15,783,309**	Investment Strategy	→	Almost complete
e. Cemetery pavilion construction (offset by loan to be repaid by entry to funeral business)*	\$3,905,574	Capital Enhancements	↓	Delayed
f. Cemetery funeral services (self funded)*	\$20,709,539	Operational Enhancements	↓	Delayed
Total	\$43,423,666			

** Includes capital and ongoing operating costs excluding revenues from operation.

Service Plus Component items – Commencement status				
Service Plus Component 7 Providing more cleaning and greening of all the spaces we share	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. Extra landscape maintenance - plants & materials	\$3,832,820	Operational Enhancements	→	Commencing
b. Three extra gardeners	\$3,054,282	Operational Enhancements	→	Commencing
c. Extra tree maintenance	\$680,191	Operational Enhancements	↓	Delayed
d. Parks landscapes upgrades	\$1,305,599	Sustainable Assets	↓	Delayed
e. Increased graffiti removal	\$652,800	Operational Enhancements	→	Commenced
f. Tree Compliance Officer x 1	\$968,295	Operational Enhancements	↓	Delayed
g. Depot/s within LGA for parks and street maintenance	\$19,500,000	Investment Strategy	← →	Small depots achieved. Larger depot at Hugh Bamford Reserve not proceeding
h. Centralised depot outside LGA	\$7,012,273	Investment Strategy	→	Commencing
i. Street trees improved	\$1,305,599	Sustainable Assets	↓	Delayed
j. Cost of acquisition of land for open space in Bondi Junction which Council is likely to be compelled to acquire	\$5,002,427	Capital Enhancements	→	Ongoing
Total	\$43,314,286			

Service Plus Component items – Commencement status				
Service Plus Component 8 Providing more inviting streetscapes	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. Local village improvements	\$3,000,000	Capital Enhancements Layer	→	Ongoing
b. Eastgate façade upgrade	\$1,600,000	Investment Strategy Layer	↓	Delayed
c. Boot Factory remediation	0*	Capital Enhancements Layer	←	Unfunded
d. Oxford Street East upgrade	\$2,000,000	Capital Enhancements Layer	↓	Delayed
Total	\$6,600,000			

* No cost estimate is available as yet for this item as there are too many variables to consider. For purposes of calculating shortfalls it will need to be assumed that this item is to be funded from capital works contingencies or sale of assets additional to those assets already earmarked for sale under *Investment Strategy 2007*.

Service Plus Component items – Commencement status				
Service Plus Component 9 Providing more restful local neighbourhoods	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. Two extra Rangers	\$2,545,235	Operational Enhancements Layer	→	Commenced
Total	\$2,545,235			

Service Plus Component items – Commencement status				
Service Plus Component 10 Providing a more sustainable environment with increased protection from global warming	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. Council buildings meet greenhouse reduction targets (more than offset by energy savings)	\$670,371	Sustainable Environment Layer	→	Commenced
b. Street lighting luminaires retrofitted	\$246,133	Sustainable Environment Layer	↓	Delayed
c. Other greenhouse – climate change adaptation	\$101,023	Sustainable Environment Layer	→	Commenced
d. Other greenhouse – community targets, brokering retrofits / decentralised energy	\$3,799,796	Sustainable Environment Layer	→	Commencing
e. Other greenhouse – general	\$3,501,429	Sustainable Environment Layer	↓	Delayed
f. Other greenhouse – transport (including bike paths)	\$3,539,942	Sustainable Environment Layer	→	Commenced
g. Waste targets – community	\$45,000	Sustainable Environment Layer	→	Commenced
Total	\$11,903,694			

Service Plus Component items – Commencement status				
Service Plus Component 11 Providing more preservation of natural resources and ecosystems	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. Water efficiency improvements on Council assets	\$1,637,775	Sustainable Environment Layer	→	Commenced
b. Water efficiency improvements by the community	\$1,969,299	Sustainable Environment Layer	→	Commencing
c. Flora and fauna enhancement	\$7,276,615	Sustainable Environment Layer	→	Commenced
d. Water quality improvements	\$92,290	Sustainable Environment Layer	→	Commenced
e. Environmental education	\$37,256	Sustainable Environment Layer	→	Commenced
Total	\$11,903,694			

Service Plus Component items – Commencement status				
Service Plus Component 12 Partnering with a more engaged, connected and inspired community actively involved in decision making	Cost 2010/11 to 2021/22 inclusive	LTFP3.1 Layer	Status	Comment
a. 2IC Computer Services x 1, Computer support x 1	\$2,377,281	Operational Enhancements	→	Partially commenced
b. Governance and integrated planning x 1	\$863,476	Operational Enhancements	↓	Delayed
c. Support for BJ and BB Place Managers x 2	\$1,617,229	Operational Enhancements	→	Partially commenced
d. Senior Records officer x 1, Records officers x 2	\$3,080,336	Operational Enhancements	→	Partially commenced
e. Records compliance hardware and software	\$33,000	Operational Enhancements	→	Complete
f. Financial Accounting x 1	\$1,057,453	Operational Enhancements	→	Partially commenced
g. ePlanning x 1, ePlanning x 1	\$2,602,152	Operational Enhancements	→	Partially commenced
h. ePlanning hardware and software	\$98,660	Operational Enhancements	→	Complete
Total	\$11,729,587			

In summary:

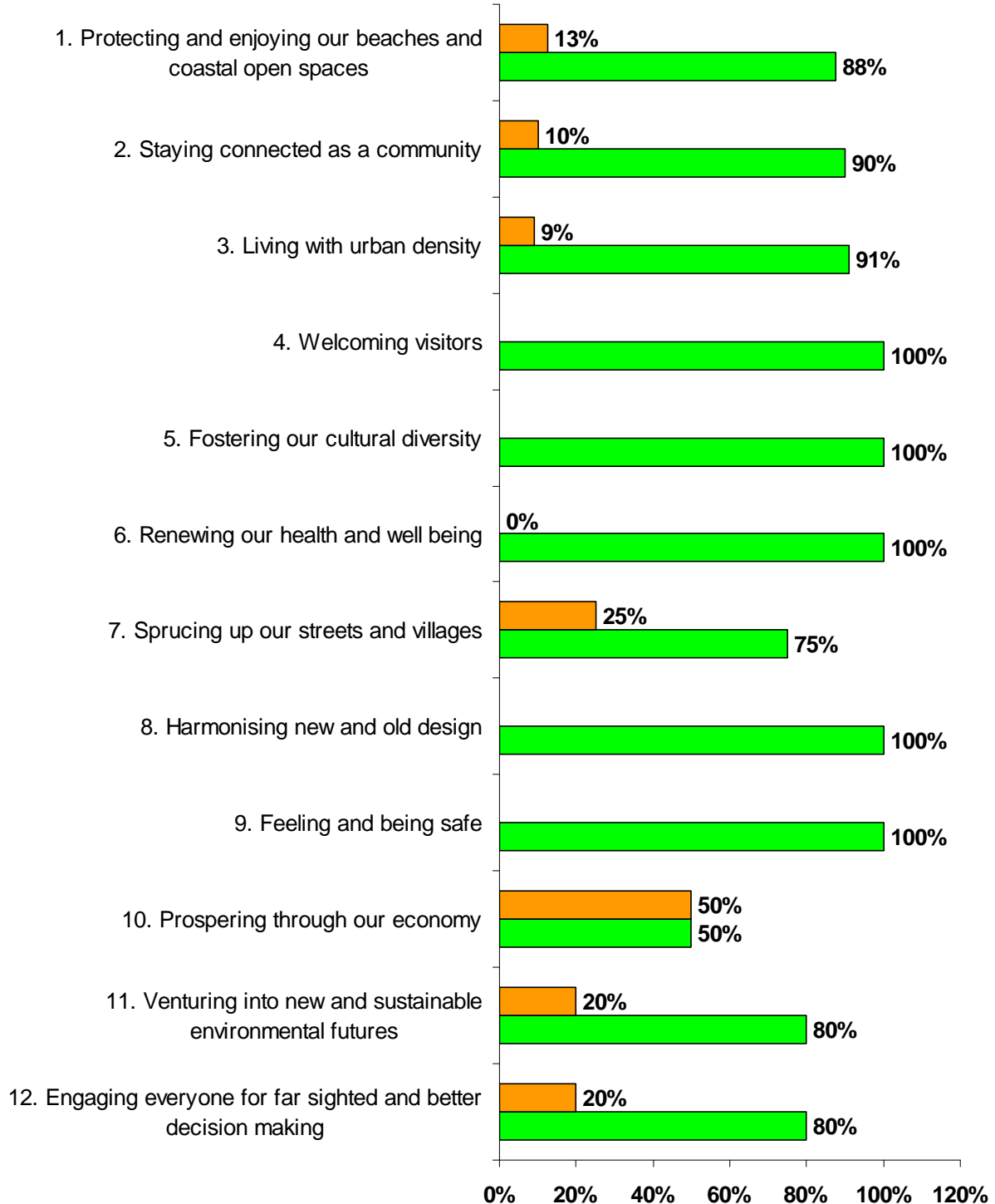
- progress has been made on 87% of activities in the Top 12 Focus Areas, and
- 59% of Service Plus enhancements have commenced in the first two years of the 11 year program.

The following charts show performance by focus area and **Service Plus** enhancement component.

Overall this performance is considered to be excellent.

Waverley Together 2

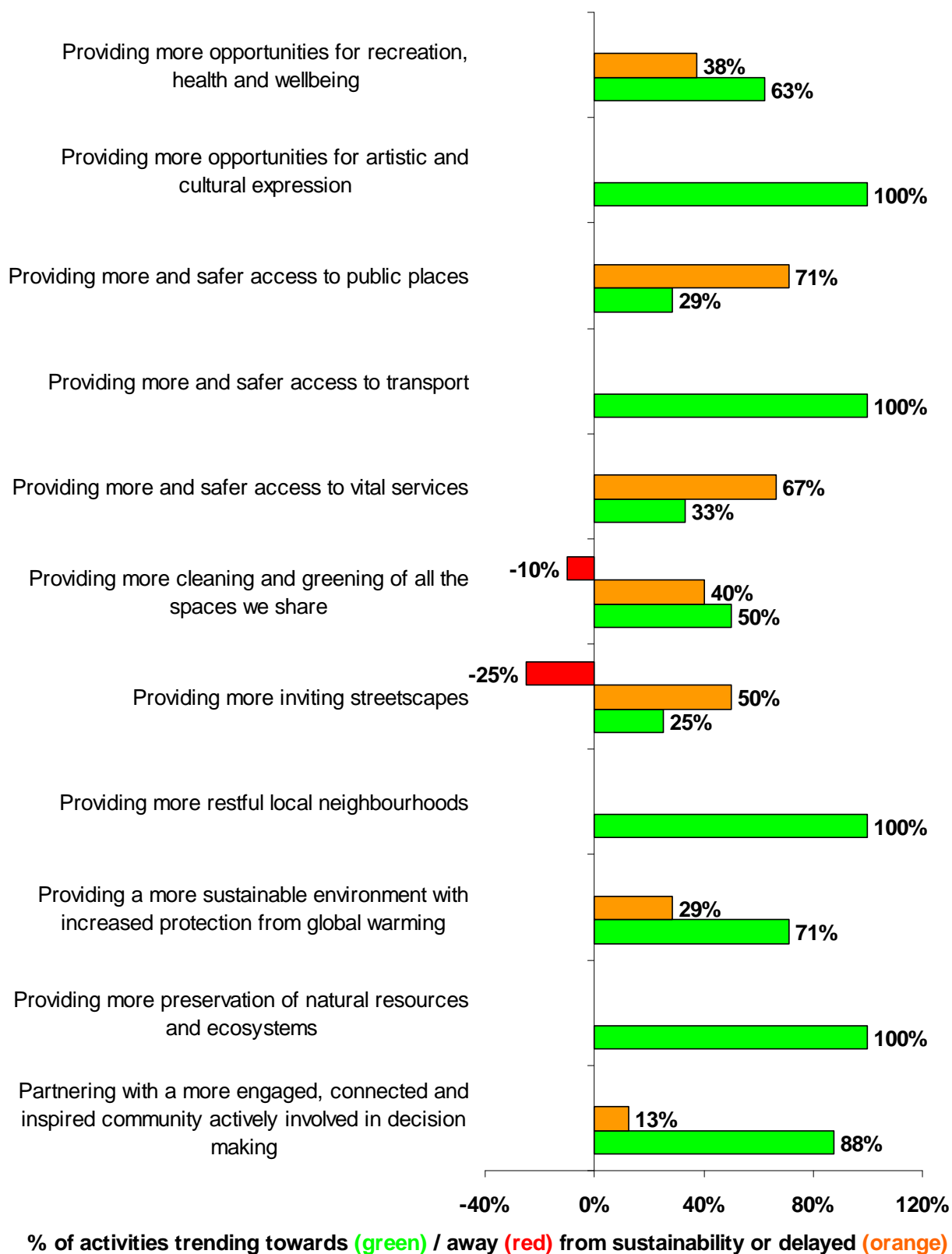
Performance on implementation of activities in the Top 12 Focus Areas for Waverley Council services



% of activities trending towards (green) / away (red) from sustainability or delayed (orange)

Waverley Together 2

Performance on implementation of *Service Plus* enhancements



4.2 Contribution of the services of other levels of government

The services of the NSW State Government also have a major influence on our community's capacity to realise their vision under *Waverley Together 2*.

NSW 2021 outlines 5 major areas of direct service in addition to the State Government's natural roles in managing the state's overall economy, major infrastructure, environment and governance. Their direct services focus is:



NSW 2021 Service focus

Return quality services in:

- Transport
- Health
- Family and community services
- Education
- Police and justice

Based on our 2009 HVRF survey results and other data, it would appear that the Waverley community feels State Government services are accessible and generally satisfactory as follows:

← →	Transport	▪ Transport in Waverley is viewed as adequate but is at capacity. If more of us are to use it we need to achieve network efficiency and expansion, such as light rail implementation.
→	Health	▪ Hospitals are considered accessible and adequate.
↓	Family and community services	▪ Family and community services require expansion, especially for the disabled and families in crisis or stress.
→	Education	▪ Education at primary, secondary and tertiary levels is accessible and adequate.
↓	Police	▪ It would be desirable to be able to achieve greater access to police services by those who are most vulnerable.
→	Justice	▪ We have confidence in the justice system.

The State Government's current focus on the NSW economy and infrastructure investment is obviously imperative for Waverley. Strategies to place downward pressure on the cost of living, make provision for affordable housing and increase the competitiveness of the services sector are vital. Investment and engagement in environmental sustainability, however, is an area of *NSW 2021* that should be revisited to design strategies for partnerships which will enable our community to reach its targets for *Waverley Together 2* by 2022. Waverley residents clearly would like more leadership from State and Federal Government on environmental futures and metropolitan planning.

5. Towards *Waverley Together 3*

The results of this End of Term analysis show that we are moving clearly towards the vision for *Waverley Together 2* and towards quadruple bottom line sustainability.

Whether we will reach the targets in full by 2022 depends on our ability at all levels of government to sustain services, to plan and lead with great governance, and to create productive partnerships between government, business and the community.

There is capacity to sustain services and renew assets to a standard that will deliver the desired levels of service, at least to a certain extent. Governments are healthy overall financially, although in the long term there is some vulnerability in parts of the Local Government sector. Waverley is one of the councils facing challenges in achieving financial sustainability over the longer term. However, we have excellent long term planning and community engagement processes in place and have the capacity in partnership with our community to overcome this issue.

Detailed analysis of data in the report clearly indicates a lot of underlying strength in this community's make-up and disposition towards realising its vision. Waverley is a highly committed community with a strong cohesion in its aspirations. The strengths of its performance are set out in Section 1 above.

However, there are aspects of the vision for Waverley where we still have concern and we need to increase our attention on ways of overcoming these concerns. Increased investment in assets by all levels of government and some policy and strategy shifts will be required, along with excellent financial planning and efficiency programming if we are to overcome these concerns. Some attitudinal change in a couple of areas surrounding parking and travel choices will also be required and much of this is beyond the control of governments to influence without significant community buy-in.

5.1 Some policies and strategies to help address concerns

The following tables summarise the focus of concerns and provide guidance about the direction of investment that will be necessary to resolve the concerns.

The matters raised here should form part of the considerations for development of *Waverley Together 3*.

<i>Waverley Together 2</i> towards <i>Waverley Together 3</i> Areas of concern in sustainability and development of policy and strategy		
Vision	Focus of concern	Potential new focus areas for policy, strategy and partnership development
We are safe	<ul style="list-style-type: none">▪ Safety in travel	<ul style="list-style-type: none">▪ Focus on making cycling safer.▪ Close the gap on footpath condition ratings.
We are reconciled with and value our indigenous past	<ul style="list-style-type: none">▪ Indigenous reconciliation and preservation of indigenous heritage	<ul style="list-style-type: none">▪ Maintain and develop multicultural celebration and inclusion programs.▪ Continue to develop creative economy initiatives promoting indigenous appreciation.

<i>Waverley Together 2</i> towards <i>Waverley Together 3</i> Areas of concern in sustainability and development of policy and strategy		
Vision	Focus of concern	Potential new focus areas for policy, strategy and partnership development
Connections within families and between generations can remain unbroken	<ul style="list-style-type: none"> ▪ Housing affordability ▪ Cost of living 	<ul style="list-style-type: none"> ▪ Maintain and expand affordable housing programs as contributions accrue via voluntary planning agreements. ▪ Continue to advocate for strong policies in affordable housing in metropolitan land use planning at the state level. ▪ Ensure the enabling clause for affordable housing in our draft LEP is gazetted to provide a significant improvement to our capacity to deliver affordable housing and, at the very least, continue our current program.
We are inspired and able to renew our physical and spiritual wellbeing	<ul style="list-style-type: none"> ▪ Access to healthy lifestyle opportunities by the disabled ▪ Active travel patterns ▪ Access to police services for those in stressed personal wellbeing ▪ Social exclusion ▪ Unrestful or crowded lifestyles associated with high density living 	<ul style="list-style-type: none"> ▪ Engage in service reviews and integrated planning to achieve more effective access to government and community based services by people with disabilities. ▪ Continue and develop outreach and social inclusion programs and services, particularly targeted to families in crisis, housebound individuals and the disabled. ▪ Expand police response for families in crisis. ▪ Expand active travel incentives as outlined in the newly revised Transport Plan. ▪ Expand both government and community driven support groups, including transport services and home self-sufficiency programs, focussing on those leading isolated lifestyles.
Everyone is welcome to participate positively in community life	<ul style="list-style-type: none"> ▪ Access and social inclusion opportunities for the disabled, aged and for indigenous people 	<ul style="list-style-type: none"> ▪ Improve the actual knowledge of the services already available for disabled and aged people. ▪ Maintain and develop indigenous celebration and inclusion programs.
We can express our essential selves through our traditions, our arts, our cultures and our lifestyles	<ul style="list-style-type: none"> ▪ Arts and entertainment facilities ▪ Indigenous expression ▪ Appreciation of local history 	<ul style="list-style-type: none"> ▪ Further develop existing and create multi-function facilities incorporating opportunities for creative, cultural and self expression.

Waverley Together 2 towards Waverley Together 3 Areas of concern in sustainability and development of policy and strategy		
Vision	Focus of concern	Potential new focus areas for policy, strategy and partnership development
We act together as a compassionate society	<ul style="list-style-type: none"> Exclusion of or passive attitudes to those on the margins or in vulnerable circumstances 	<ul style="list-style-type: none"> Encourage residents and partners to become signatories to the Charter for Compassion (Australia, Inc.) already adopted by Waverley Council and the Federal Government. Promote other initiatives such as membership of World Kindness Australia throughout the LGA.
The beauty of our beaches, cliffs and coastal lands endures	<ul style="list-style-type: none"> Streetscape appearance Cleaning and greening Dumped rubbish Expected sea level rise Increasing coastal erosion 	<ul style="list-style-type: none"> Continue to increase investment in cleaning and greening. Increase investment in education about and efficient collection of dumped rubbish. Proactively manage risk and increase investment in climate change adaptation programs. Expand civic pride programs and community engagement in street and neighbourhood design and space planning, sharing and maintenance.
The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts	<ul style="list-style-type: none"> Increasing density and population Control of building activity Congestion and amenity impacts associated with density Balance of benefits of high density living with disadvantages 	<ul style="list-style-type: none"> Increase the focus on good urban design and preservation of heritage to protect amenity amid increasing urban density. Focus on incentives to reduce traffic congestion, problems arising from lack of private parking and refine systems for residential parking. Diversify responses to alcohol and anti social behaviour issues and noise complaints. In leadership on urban planning, participate actively in emerging debates about the “culture” of local government and urban planning to provide for more strategic planning, increased complying development, and new ways of processing development applications.
Vital services are fully accessible	<ul style="list-style-type: none"> Access to services, shops and other facilities by the disabled Parking availability for the disabled Access to disability support services Access to affordable child care services Access to family support services 	<ul style="list-style-type: none"> Minimise misuse of the Mobility Parking Scheme. Continue to develop partnerships with and referrals to other agencies in government and the not-for-profit sector in disability support. Consolidate child care services and diversify for efficiency (eg., expand family day care services). Maintain family support services and networks.

<i>Waverley Together 2</i> towards <i>Waverley Together 3</i> Areas of concern in sustainability and development of policy and strategy		
Vision	Focus of concern	Potential new focus areas for policy, strategy and partnership development
Scarce resources are conserved and fairly shared	<ul style="list-style-type: none"> ▪ Excessive demand for and consumption of road and parking resources ▪ Unfair sharing of limited parking resources ▪ Shortage of affordable housing ▪ Waste conservation and resource recovery ▪ Energy consumption ▪ Water consumption 	<ul style="list-style-type: none"> ▪ Implement adopted policies to equitably distribute access to what will always be a limited supply of on-street parking in both residential and commercial areas. ▪ Assess changes to schemes and procedures for parking provision against Council's adopted QBL framework of 14 criteria and 5 principles for achieving sustainable parking resources. ▪ Pursue alternative transport options such as car share and other incentives to utilise sustainable transport and active travel options. ▪ Reverse trend of increasing private vehicle registrations, especially 4-wheel drives, and reverse decline in public transport use by implementing Council's recently revised Transport Plan and maintaining other sustainable policies. ▪ Maintain and expand affordable housing supply as developer contributions permit. ▪ Significantly improve the rate of recovery of recyclables, green waste and food waste from the domestic and commercial waste streams. ▪ Lead and participate with seven other SSROC councils in development of an Advanced Waste Treatment facility (AWT). ▪ Implement policies and partnerships outlined in Council's <i>Environmental Action Plan 2</i> (EAP2) to reverse the trend of water and energy consumption over the next decade. ▪ Pursue buy-in from government, business and the community itself particularly in energy conservation and creation of renewable supply. ▪ Reverse the trend of growing water consumption by Council by continuing investment in local water harvesting projects.

<i>Waverley Together 2</i> towards <i>Waverley Together 3</i> Areas of concern in sustainability and development of policy and strategy		
Vision	Focus of concern	Potential new focus areas for policy, strategy and partnership development
Local economic prosperity provides opportunity for all	<ul style="list-style-type: none"> ▪ Capacity to realise the economic potential of newly adopted LEPs ▪ The narrowness of our services-based local economy 	<ul style="list-style-type: none"> ▪ Proactively drive implementation of the newly adopted LEP to ensure appropriately paced take-up of the released development and employment potential in commercial areas. ▪ Explore diversification of the local services economy by establishing a basis for a more creative economy. ▪ Ensure continuing access to higher education to build human capital suitable for expansion of the services economy. ▪ Intensify our economic planning capacity within Council. ▪ Develop Council's next property investment strategy to maximise shared benefits of and returns on Council investments. ▪ Develop viable business futures for Waverley Cemetery and its contribution to QBL sustainability.
As a local community we have the courage to take a leading place in achieving the environmental aims of a global society	<ul style="list-style-type: none"> ▪ Energy consumption ▪ Water consumption ▪ Modes of travel ▪ Environmental leadership and partnerships 	<ul style="list-style-type: none"> ▪ Show leadership on long range planning for environmental sustainability in use of C^{CAP} to isolate the best investments in win-win projects for the environment. ▪ Actively partner with local business in such things as urban environmental investment on cogeneration. ▪ Map and explore ways of actively partnering with the community to increase use of renewable energy. ▪ Continue to invest in water harvesting. ▪ Implement the newly revised Waverley Transport Plan.

<i>Waverley Together 2</i> towards <i>Waverley Together 3</i> Areas of concern in sustainability and development of policy and strategy		
Vision	Focus of concern	Potential new focus areas for policy, strategy and partnership development
We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future	<ul style="list-style-type: none"> Integrated planning within local government and between partners in government Industry structure for local government Best practice governance by the Council Community engagement Incorporation of community views into development of plans for achieving sustainability at the lowest long run cost Confidence in leadership across the different levels of government 	<ul style="list-style-type: none"> Progressively integrate our plans with those of other levels of government. Actively participate in development and implementation of initiatives under the Destination 2036 program to reach the NSW local government sector's vision for itself by 2036. Set the benchmark for best practice governance by implementation of a Charter for Governance at Council. Continue at Council to lead on outstanding community engagement and capacity building programs. Continue to set the benchmark for best practice on integration of plans to achieve long term financial sustainability of community assets and services. Promote <i>Waverley Together 3</i> and its engagement opportunities to build confidence in all levels of government as good planners, service providers and custodians of assets.

5.2 Reforms in governance to help achieve the vision

Our community's capacity to realise their vision will be enhanced substantially if continuous improvement in governance and planning reforms is achieved in the next decade.

Under its newly adopted Destination 2036 Action Plan, the NSW local government sector is set on a course for reform and is currently in the process of remaking itself to become a sector that will deliver strong communities through partnerships.



THE VISION FOR NSW LOCAL GOVERNMENT

STRONG COMMUNITIES THROUGH PARTNERSHIPS

By 2036, all NSW communities will be healthy and prosperous – led and served by strong, effective and democratically elected Local Government.

Through leadership, local knowledge and partnerships with community, government and other sectors, we will plan our futures and deliver quality services and infrastructure. We will be recognised, respected and responsible for:

- Upholding the highest ethical standards
- Sound financial management
- Sensitive environmental stewardship
- Meaningful community engagement, advocacy and leadership
- Our adaptability, innovation and learning
- Developing the full potential of our people
- Responding to our diverse cultures, environments and economies
- Creating places that people value

This program of sector reform lines up well with Waverley's initiatives in finding efficiencies and achieving service and financial sustainability through great Integrated Planning & Reporting.

Waverley Council is a leader in IP&R and has been using it, as stated above, to refine understanding of desired service levels for assets in consultation with the community. This has led to significant rationalisation and reduction of required investment in assets.

The Council will now be attempting to use IP&R to do as much for services, particularly to identify how to increase QBL outputs while reducing input costs. In other words we will be attempting to use IP&R to shed light on how we can establish and achieve "QBL productivity". Initiatives of this kind, if they work, should reform the sector's capacity over the next decade to become more efficient and attract funding support from other levels of government.

Council's excellent long term financial planning and workforce planning will also help to position the Council to make the maximum contribution to the community's chances of achieving their vision for Waverley. And integration of our IP&R with delivery of the development potential in new LEPs should boost our area's contribution to GDP, social capital and economic sustainability overall.

Lastly, continuous improvement in governance, organisational strategy, communication and great community engagement will be vital to securing the future. Waverley Council is already accredited with awards in this area, such as the International Association of Public Participation's 2011 NSW Core Values Award. We will continue to take the lead in engagement for integrated planning and seek to influence the future of the sector as a whole and as an equal and efficient partner with other levels of government, business and the community.

Strategic plans for each of these items will be set out in the forthcoming suite of plans supporting *Waverley Together 3*.

Appendix 1: Map of Council's services towards the vision

How Waverley Council has organised its services to deliver the most effective contribution to achievement of the Vision of *Waverley Together 2*

There is a very strong connection between continuation and enhancement of Waverley Council's services – full **Service Plus** – and achievement of the vision of the Waverley community's adopted Community Strategic Plan, *Waverley Together 2*.

Conversely there is also a very strong connection between discontinuation of services and/or failure to enhance services and – partial implementation of *Service Plus* – and failure to achieve the Vision of *Waverley Together 2*.

This connection is mapped throughout our integrated plans and communications materials and is summarised as follows:

Step 1: **Delivery of all services in *Service Plus*, including service enhancements contributes directly to implementation of 33 Directions/Strategies in *Waverley Together 2* as follows:**

Services in <i>Service Plus</i> contribute to achievement of <i>Waverley Together 2</i> Directions/Strategies ...
1. Asset Management Services	G6
2. Beach Services, Maintenance & Safety	C5, L3
3. Cemetery Services	C1, C2, G6
4. Child Care Services	C4
5. Community Services	C4, C5
6. Corporate Support Services	G5, G7, G8, G9
7. Cultural Services	C1, C2, C5, C6, L1, L2
8. Customer Services & Communication	G1, G2, G3, G8
9. Development, Building & Health Services	L4, L5
10. Emergency Management Services	C5
11. Environmental Services	E1, E2, E3, E4, E5, E6, E7, E8
12. Governance, Integrated Planning & Community Engagement	C2, G1, G2, G3, G4, G5, G6, G7, G8
13. Library Services	C1, C2, C4
14. Parking Services	C2, C5, L1, L2, L6, L7, L8, L9
15. Parks Services & Maintenance	C7, E1, E6, L3, L4
16. Place Management	C2, C5, C6, C7, L1, L2, L3, L4, E3, G2, G6
17. Recreation Services	C6, C7
18. Regulatory Services	C5, E7, E5, L2, L3
19. Social & Affordable Housing	C3, C4, C5
20. Traffic & Transport Services	C2, C5, L1, L2, L6, L7, L8, L9
21. Urban Open Space Maintenance & Accessibility	L3
22. Waste Services	E3, L3

Then



Step 2:

Implementation of all 33 Directions/Strategies in *Waverley Together 2* enhances the community's capacity to achieve the 60 Targets for or Indicators of quadruple bottom line sustainability as follows:

Directions/Strategies for a Sustainable Community help the community achieve <i>Waverley Together 2</i> Targets/Indicators ...
C1	Waverley's cultural heritage and diversity is recognised, protected and respected.	1. The proportion of residents who agree that there is a sense of community in Waverley is steady or increasing.
C2	The community is welcoming and inclusive and people feel that they are connected and belong.	2. The proportion of residents who volunteer to help in the community is increasing.
C3	Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.	3. The proportion of residents experiencing housing stress is not increasing. 4. The number of units of social and affordable housing in Council's portfolio is maintained.
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.	5. The level of disadvantage in our area is not significantly increasing. 6. Satisfaction with Council's community facilities and services for a range of people is increasing. 7. Referrals by Council to services by other agencies (target in development as baseline data are yet to be collected). 8. The proportion of residents who think that childcare services are adequate is steady or increasing. 9. The proportion of residents who think there is a good range of community groups and support networks is steady or increasing.
C5	People feel safe in all parts of Waverley.	10. The proportion of people who feel safe in our community is steady or increasing. 11. The number of vehicle accidents and pedestrian accidents per annum is equal to or less than the number in 2005.
C6	Arts and cultural activities foster an involved community and a creative environment.	12. Satisfaction with Council's arts, entertainment and cultural events and facilities is increasing.
C7	Health and quality of life are improved through a range of recreation and leisure opportunities.	13. The proportion of residents who agree there is a good range of leisure and recreation opportunities is steady or increasing. 14. The proportion of residents who agree that sporting facilities in the area meet their needs is steady or increasing. 15. Satisfaction with sporting and recreation facilities, and parks and playgrounds, is increasing.

Directions/Strategies for Sustainable Living help the community achieve Waverley Together 2 Targets/Indicators ...
L1	Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.	16. The level of unemployment in our area remains low. 17. The level of business activity in each of our commercial centres and villages is minimum of 85%.
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.	18. Satisfaction with the look of public places is steady or increasing. 19. Satisfaction with the removal of dumped rubbish is increasing. 20. The proportion of residents who think that litter is adequately controlled is steady or increasing. 21. The proportion of residents who think that graffiti is adequately controlled is steady or increasing.
L4	The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated.	22. Satisfaction with Council's building development, planning and controls is increasing.
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.	23. The number of vehicle accidents and pedestrian accidents per annum is equal to or less than the number in 2005. 24. Satisfaction with local traffic management is increasing. 25. The number of private passenger vehicles (cars) registered in Waverley is stabilised by 2020 at 2007 levels. 26. 4-wheel drive vehicles registered in Waverley declines by 5% by 2020 based on 2007 numbers.
L7	People frequently walk and ride their bikes, particularly for local trips.	27. Proportion of residents who view Waverley as a safe area for pedestrians is steady or increasing. 28. Proportion of residents who view Waverley as a safe area for cyclists is increasing.
L8	People frequently use public transport, particularly for trips to work.	29. Proportion of residents who think that public transport is adequate for their needs is increasing.
L9	Parking, both on-street and off-street, is equitably accessed and effectively managed	30. Satisfaction with on-street parking management is steady or increasing.

Directions/Strategies for a Sustainable Environment help the community achieve Waverley Together 2 Targets/Indicators ...
E1	Waverley's community contributes to the reduction of greenhouse gas emissions.	31. 30% reduction of greenhouse gas emissions by 2020 based on 2003/04

Directions/Strategies for a Sustainable Environment help the community achieve <i>Waverley Together 2</i> Targets/Indicators ...
E2	Waverley and its community is well prepared for the impacts of climate change.	<p>levels.</p> <p>32. 70% reduction of greenhouse gas emissions by 2050 based on 2003/04 levels.</p> <p>33. 30% reduction in Council's greenhouse gas emissions by 2020 based on 2003/04 levels.</p> <p>34. 30% of electricity used in the LGA comes from renewable sources by 2020.</p> <p>35. The average kilometres travelled by Waverley residents per day by private car declines by 15% by 2020 based on kilometres travelled in 2006.</p> <p>36. 40% of the total daily distance travelled by residents is by public transport, walking or cycling.</p>
E3	Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles.	<p>37. No net increase in overall waste generation by 2020 based on 2003/04 levels.</p> <p>38. 75% of the LGA's domestic and commercial waste is diverted from landfill by 2020.</p>
E4	Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations.	<p>39. Zero increase in the LGA's mains water consumption by 2020 based on 2005/06 levels.</p> <p>40. 50% reduction in Council's mains water consumption by 2020 based on 2005/06 levels.</p> <p>41. No more than 10% mains water consumption by Council for non-potable uses by 2050.</p>
E5	The waterways and beaches are clean and free of pollutants.	<p>42. More than 345 clean beach days per annum (>95%) based on DECCW Beachwatch Water Quality Results.</p> <p>43. The proportion of residents who rate the water quality in beaches and waterways as clean is steady or increasing.</p>
E6	A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology.	<p>44. The connectivity of wildlife habitat corridors is increased by 2020 based on 2009/10 levels, measured as square metres of coverage.</p> <p>45. No localised flora and fauna extinctions based on 2009/10 levels.</p> <p>46. Continually improve the quality and ensure no loss of native vegetation based on 2009/10 levels.</p> <p>47. Reduce pests and weeds by 2020 based on 2009/10 levels.</p>
E7	Our coastal waters provide a habitat for a thriving marine ecology.	<p>48. No localised extinction of marine inter-tidal species based on 1999 levels.</p>
E8	Waverley is an environmentally educated and committed community.	<p>49. Our community rates the environment as an important issue.</p> <p>50. Satisfaction with Council's environmental management and education is increasing.</p>

Directions/Strategies for Sustainable Governance help the community achieve Waverley Together 2 Targets/Indicators ...
G1	Council's decision making processes are open, transparent, corruption resistant and based on sound integrated planning.	51. The proportion of residents who believe Council acts in an open and honest way is increasing.
G2	Our community is consulted about Council decisions and informed about Council services and activities.	52. The proportion of residents who believe they have the opportunity to have a say in what Council does is increasing. 53. Satisfaction with being informed about Council activities is increasing.
G3	Services to customers are provided in a professional, friendly and timely manner.	54. Satisfaction with Council's customer service is steady or increasing.
G4	Council's operations are efficient, effective and provide value for money.	55. The proportion of residents who believe that Council's operations are efficient, effective and provide value for money is increasing.
G5	Council is a financially sustainable organisation.	56. Council is declared financially sound annually.
G6	Council assets are well maintained for their current purpose and for future generations.	57. Council assets are capable of delivering the desired levels of service as measured by achieving specified asset condition ratings on an annual basis. (For specified ratings per asset category see full text of Waverley Together 2.) 58. Satisfaction with maintenance of Council assets is increasing.
G7	Council maintains sound safety and risk management practices to protect the community and our employees.	59. Lost Time Injuries that occur in Council are reduced by 57% by 2020, based on 2005/06 levels.
G8	Council manages information and knowledge in an integrated and accessible way.	60. 75% of Council staff agree that the organisation is operating effectively within the Business Excellence Framework by 2013.
G9	Council is an attractive, performance-focused employer governed by great leadership and supported by a committed and adaptable workforce.	

Then



Step 3:

Achievement of all 60 Targets/Indicators will mean the community has realised all 14 elements of the Vision of *Waverley Together 2* as follows:

Directions/Strategies help achieve	...Targets/Indicators which realise the Waverley Together 2 Vision elements of ...
C5 L3 L5 L6 G7	10, 11 18, 19, 20, 21 22 23, 24, 25, 26 59	We are safe
C1 C6	1, 2 12	We are reconciled with and value our indigenous past
C2 C3 C4 L1	1, 2 3, 4 5, 6, 7, 8, 9 16, 17	Connections within families and between generations can remain unbroken
C1 C2 C4 C6 C7 L3 L4 L5 L7 L8	1, 2 1, 2 5, 6, 7, 8, 9 12 13, 14, 15 18, 19, 20, 21 22 22 27, 28 29	We are inspired and able to renew our physical and spiritual wellbeing
C1 C2 C6 L1 L2 L3 L6 L7 L8	1, 2 1, 2 12 16, 17 16, 17 18, 19, 20, 21 23, 24, 25, 26 27, 28 29	Everyone is welcome to participate positively in community life
C1 C2 C6 C7	1, 2 1, 2 12 13, 14, 15	We can express our essential selves through our traditions, our arts, our cultures, and our lifestyles
C1 C2 C4 G2	1, 2 1, 2 5, 6, 7, 8, 9 52, 53	We act together as a compassionate society
L3 L4 E5 E6 E7	18, 19, 20, 21 22 42, 43 44, 45, 46, 47 48	The beauty of our beaches, cliffs and coastal lands endures
L3 L4 L5	18, 19, 20, 21 22 22	The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts

Directions/Strategies help achieve Target/Indicators which realise the <i>Waverley Together 2</i> Vision elements of ...
C3 C4 C7 L6 L7 L8 L9 G3 G4 G6 G7	3, 4 5, 6, 7, 8, 9 13, 14, 15 23, 24, 25, 26 27, 28 29 30 54 55 57, 58 59	Vital services are fully accessible
L1 L2 L3 L6 L7 L8 L9 G5 G6	16, 17 16, 17 18,19,20,21 23, 24, 25, 26 27, 28 28 30 56 57, 58	Scarce resources are conserved and fairly shared
L1 L2 L3 L4 L5 L6 L7 L8 L9	16, 17 16, 17 18, 19, 20, 21 22 22 23, 24, 25, 26 27, 28 29 30	Local economic prosperity provides opportunity for all
E1 E2 E3 E4 E5 E6 E7 E8 L6 L7 L8 L9	31, 32, 33, 34, 35, 36 31, 32, 33, 34, 35, 36 37, 38 39, 40, 41 42, 43 44, 45, 46, 47 48 49, 50 23, 24, 25, 26 27,28 29 30	As a local community we have the courage to take a leading place in achieving the environmental aims of a global society
G1 G2 G3 G4 G5 G6 G7 G8 G9	51 52, 53 54 55 56 57, 58 59 60 60	We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future

Appendix 2: Full list of services in *Service Plus*

Waverley Council runs a very wide array of services – 22 Services and 150 different sub-services. This is called Service Plus. We are soon to run two more as we are currently building our 4th Child Care Centre and a new sport and active recreation facility at Waverley Pavilion.

Services	Sub-services
Asset management services	<ol style="list-style-type: none"> 1. Asset management planning 2. Asset design services 3. Capital works program planning 4. Road works & maintenance 5. Footpath works & maintenance 6. Kerb & gutter works & maintenance 7. Drainage works & maintenance 8. Building works & maintenance 9. Urban open spaces & malls works & maintenance 10. Coastal & retaining infrastructure works & maintenance 11. Parks infrastructure works & maintenance 12. Parking infrastructure works & maintenance 13. Other infrastructure works & maintenance 14. Property management 15. Facilities management 16. Fleet management 17. Depot & stores
Beach services, maintenance & safety	<ol style="list-style-type: none"> 18. Lifeguard services 19. Beach cleaning & maintenance 20. Support to surf life saving clubs 21. Administration & customer services
Cemetery services	<ol style="list-style-type: none"> 22. Waverley Cemetery services 23. South Head Cemetery services
Child care services	<ol style="list-style-type: none"> 24. Waverley Child Care Centre services 25. Bronte Child Care Centre services 26. Gardiner Child Care Centre services 27. Mill Hill Early Learning & Care Centre 28. Family Day Care services 29. Family support services
Community services	<ol style="list-style-type: none"> 30. Community planning 31. Services for older people 32. Services for young people 33. Services for people with a disability 34. Services for indigenous people 35. Multicultural services 36. Community safety 37. Community support & grants
Corporate support services	<ol style="list-style-type: none"> 38. Administration 39. Financial management 40. Human resources 41. IT & telecommunications 42. Purchasing 43. Risk & insurance management 44. Executive support & strategic projects

Services	Sub-services
Cultural services	45. Cultural services planning 46. Arts programs 47. Music rooms & programs 48. Theatres and theatre programs 49. Literary programs 50. Cultural festivals & events 51. Bondi Pavilion programs 52. Other cultural programs 53. Administration & customer services
Customer services & communication	54. Customer & Call Centre 55. Media & communications
Development, building & health services	56. Urban planning 57. Heritage conservation 58. Land information mapping services 59. Development assessments & approvals 60. Environmental health 61. Food hygiene & regulation 62. Building & fire safety regulation 63. Administration & customer services
Emergency management services	64. Local & state emergency management
Environmental services	65. Environmental sustainability planning 66. Environmental education programs 67. Energy management programs 68. Water management programs 69. Waste management planning 70. Air quality management 71. Biodiversity management programs 72. Bush care programs 73. Pollution control programs
Governance, integrated planning & community engagement	74. Long term integrated planning & consultation 75. Governance 76. Councillor support 77. Citizenship services 78. Precinct Committee facilitation services 79. Records & public information services 80. Civic pride programs 81. Volunteering programs 82. Advisory committees and forums 83. Internal audit
Library services	84. Library services 85. Community information 86. Local studies
Parking services	87. Parking system planning & management 88. On-street parking services 89. Off-street parking services 90. Road & parking safety programs

Services	Sub-services
Parks services & maintenance	91. Parks, reserves & open landscapes planning & design 92. Playground planning & design 93. Southern Area parks cleaning & maintenance 94. Bondi Area parks cleaning & maintenance 95. Northern Area parks cleaning & maintenance 96. Bondi Park cleaning & maintenance 97. Waverley Park cleaning & maintenance 98. Bronte Park cleaning & maintenance 99. Tamarama Park cleaning & maintenance 100. Marks Park cleaning & maintenance 101. Coastal & Cliff Walks cleaning & maintenance 102. Greenspace maintenance 103. Eruv cleaning & maintenance 104. Administration & customer services
Place management	105. Place development planning & strategy 106. Place maintenance & upgrade 107. Place amenity & access services 108. Place safety management 109. Place marketing 110. Place regulation 111. Business development & support services 112. Events management 113. Visitor management services 114. Administration & customer services
Recreation services	115. Recreation planning 116. Recreation facilities maintenance 117. Sporting facilities maintenance 118. Margaret Whitlam Recreation Centre
Regulatory services	119. Pollution control programs 120. Animal control 121. Dumped rubbish & litter control 122. Waste regulation & education 123. Abandoned car control & removal
Social & affordable housing	124. Housing planning 125. Affordable housing program 126. Social housing program
Traffic & transport services	127. Transport planning 128. Pedestrian mobility programs 129. Cyclist mobility programs 130. Alternative transport programs 131. Traffic management services
Urban open space maintenance & accessibility	132. Streetscape enhancement strategy 133. Street cleaning services 134. Place cleaning services 135. Graffiti removal services 136. Nature strip mowing services 137. Tree management planning 138. Tree planting services 139. Tree maintenance services 140. Greenlinks maintenance 141. Public place access works & services 142. Street & place signage services

Services	Sub-services
Waste services	143. Domestic waste services 144. Recycling services 145. Green waste services 146. Clean up services 147. Dumped rubbish removal 148. Place cleaning services 149. Commercial waste services 150. Administration & customer services

References

Sources of data in the report are generally accessible via Waverley Council's web site at:


http://www.waverley.nsw.gov.au/your_council/planning_for_waverley_future

Documents available in full at this site include:

- *2009 Hunter Valley Research Foundation Survey of Waverley Residents* by Robin McDonald BCom (Hons1) (Newcastle) MEd (Monash) and Russ Redford BSc DipCompSc (New England)
- *2010 Hunter Valley Research Foundation Survey of Survey of Residents and Ratepayers on Funding Options for Waverley Together 2* by Jenny Williams BSc (Hons) (Sydney) MComm (UNSW) MSW (Hawaii) and Russ Redford BSc DipCompSc (New England)
- *2012 Hunter Valley Research Foundation Survey of Residents' Views on Services and Progress Towards the Vision of the Waverley community's strategic plan, Waverley Together 2* by Jenny Williams BSc (Hons) (Sydney) MComm (UNSW) NSW (Hawaii) and Russ Redford BSc DipCompSc (New England)

Other references:

- NSW Bureau of Crime Statistics – NSW Recorded Crime Statistics
- NSW Health – NSW Health Statistics
- Australian Bureau of Statistics 2006 Census Data
- Roads and Maritime Services vehicle registration and accident statistics
- NSW Transport Data Centre Statistics
- Waverley Council Business Activity Reports
- Waverley Council C^{CAP} environmental model
- Waverley Council Annual Financial Statements
- Waverley Council Long Term Financial Plan 3.1 (LTFP3.1)
- Waverley Council Strategic Asset Management Plan 3 (SAMP3)



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