



Waverley Together 2

Our community's strategic plan for 2010–22

*Moving towards
your vision for
the future...*

SPECIAL 12-PAGE SUPPLEMENT



Progress towards your vision

In 2010 after extensive consultation, Waverley Council adopted on behalf of the Waverley community a long term strategic plan to help the community achieve the quality of life they want by 2022. That plan is called *WaverleyTogether 2*.

The vision for Waverley adopted in the plan is:

- 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.

This report summarises our progress as a community in achieving this vision together. It:

- Displays the progress made by the Waverley community towards achieving their vision for a great quality of life during the term of office of the 2008–12 elected council
- Takes measures of the performance and effectiveness of the strategies of *Waverley Together 2*
- Sets out some advice for improving and changing strategies to maximise the community's chances of achieving their desired future.

Waverley Council is not the only player in delivering your future. Other levels of government, local businesses and the community itself play a vital role. But we are a key agency in helping you make your vision a reality.

This report addresses three key questions:

- 1 Did life in Waverley get better during this term of Council?
- 2 Are we moving towards or away from having:
 - A sustainable community
 - A sustainable lifestyle and economy
 - A sustainable environment
 - Sustainable governance?
- 3 Did our programs and partnerships help our community make positive progress towards achieving their vision and targets?

Council has collected data and independently commissioned a statistically valid survey to check progress towards the vision. The results have been collated and analysed in an 'end of term report' of the outgoing council elected in 2008. A copy of the full report is available on Council's website at www.waverley.nsw.gov.au



1 Did life in Waverley get better during this term of Council? *Yes*

WAVERLEY TOGETHER 2 VISION – PERCEIVED AND ACTUAL PROGRESS		
Vision	PERCEPTION OF PROGRESS TOWARDS 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	←	←→
→ Movement towards sustainability ← Movement away from sustainability ←→ Some elements achieved movement towards sustainability with some elements moving away from sustainability		

Overall, your perception is that over the last three years quality of life in Waverley has improved in all but three aspects of our preferred vision. However, in some aspects, physical and economic data suggest a slightly different picture of the direction of progress.

2 Are we moving towards having:

- A sustainable community *Yes*
- A sustainable lifestyle (including a sustainable economy) *Yes*
- A sustainable environment. On balance *Yes* but some areas showed movement away from sustainability
- Sustainable governance *Yes*



Waverley Together 2 has four 'quadrants' of strategies to help achieve sustainability and ultimately our community vision.

Some significant findings for each quadrant are summarised below:



Sustainable Community

Cultural diversity, our **sense of belonging** and **access to community support services** have **improved** and there are **more** units of **social and affordable housing**.

Safety is 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 **agree** that there is a **sense of community in Waverley**.

12% more residents agree there is a sense of community in Waverley in the last 3 years

100% of targets in this quadrant are at or moving towards sustainability

44% increase in satisfaction with childcare services but still some way to go to meet growing demands

19% increase in satisfaction with community facilities

There is a need to improve access to services for people with disabilities

Sustainable Living

Waverley is a **better** place to **live** and do **business** than in 2009. 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**.

Over 95% of commercial premises are occupied

Unemployment remains low at 3%, almost half the national average

40% increase in residents who are happy with graffiti control

4-wheel drive vehicle registration increased by 50%

Motorcycles and scooters registered in Waverley increased by 24%

There were 2% more vehicle and pedestrian accidents



Sustainable Environment

14% less of total travel by residents is by public transport, walking or cycling, however scooter and motorcycle use has increased

53% increase in Council's mains water consumption but the community's remained stable

19% increase in satisfaction with Council's environmental management and education

36% increase in the community's use of solar power generation (KW)

14% more residents rate the water quality in beaches and waterways as clean

Carbon emissions from Council's operations **reduced** while those from the community **increased**. **Private car use declined slightly** but so did **travel by public transport, walking and cycling**.

Waste generation increased and **less** was **diverted from landfill**. **Community water use** remained stable 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**.

Sustainable Governance

11% more satisfaction with Council assets

16% increase in satisfaction with Council's customer service

15% increase in residents who believe Council acts in an open and honest way

11% increase in residents who believe they can have a say in what Council does

17% more people feel informed about Council activities

57% agree Council's planning and leadership are contributing to a sustainable environment in Waverley

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**.

The **majority of residents** believe that Council provides **good value for money**.

Confidence in community leadership and governance was perceived to have **declined** but **confidence in Council** as an environmental manager, planner and leader in community engagement **has grown**.



Council's contribution - Service Plus

3 Did our programs and partnerships help our community to make positive progress towards achieving their vision and targets? On balance, *Yes*

Surveys completed in 2009, 2010 and 2012 have consistently confirmed that the Waverley community considers Council's services to be central to achieving the vision and targets of *Waverley Together 2*.

To ensure Council can make the maximum contribution to the community's chances of achieving their vision, Council has developed *Service Plus*.

What is *Service Plus*?

Service Plus is a \$1.5 billion service program over 11 years to help the community achieve its vision. It maintains all Council's existing services and enhances some of them.

However, in consulting the community about what should be in *Service Plus*, a shortfall in funds of \$186 million was detected. So in 2010/11 Council asked the community about three options to address this shortfall:

Option 1	Reducing services
Option 2	Maintaining services
Option 3	Enhancing services

In response, the majority of our community:

- Strongly rejected service cuts
- Expressed dissatisfaction with current levels of service
- Called for enhancements of current services in specified areas.

A significant majority of respondents also supported a rate rise to fund services necessary to help deliver the vision.

Accordingly, Council put a business case to the Independent Pricing and Regulatory Tribunal (IPART) for a rate increase to fund the full *Service Plus* package. An application was made to IPART requesting an accumulative rate increase of 11.2 per cent over seven years which was to be applied in increments as set out in the table below:

2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
14.50%	13.50%	12.50%	11.50%	10.50%	8.67%	2.22%

IPART approved the proposed rate increases for the 2011/12 (14.5%), 2012/13 (13.5%) and 2013/14 years (12.5%) with an option to go back to the community seeking the remaining increases. IPART's approval requires the Council to regularly report to the community on the implementation of *Service Plus*.



Focus areas for *Service Plus*

Service Plus came into effect as of 1 July 2011 when the first rate increase of 14.5% was applied. This provided Council with an additional \$3,964,475 for that year which it has used to maintain existing services and to commence service enhancement projects. *Service Plus* is an 11-year program of comprehensive services including 66 service enhancements. Over half of the enhancement projects will have started within the first two years of the 11 year program.

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.

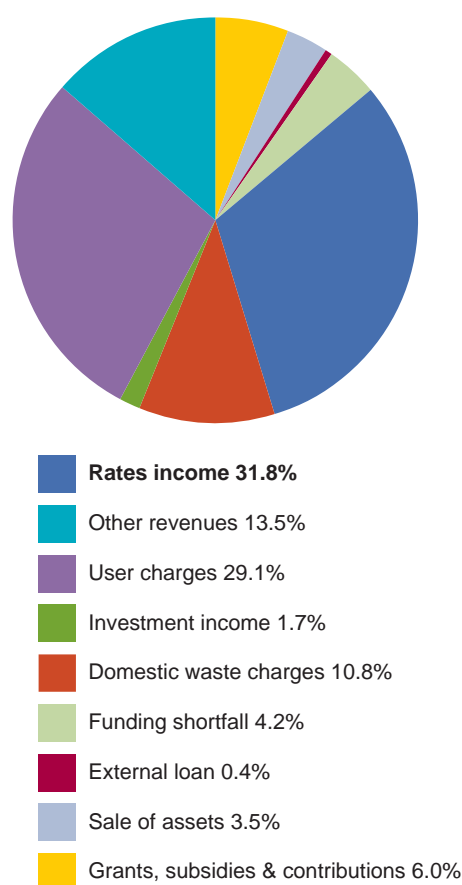
Service Plus is all these things but provides more. It is a comprehensive service package and partnership program with other players. It is Council's part of a holistic approach to the delivery of your vision.

Service Plus is funded not just by rates, but by diversified income that is being sourced through multiple strategies set out in detail in Council's *Long Term Financial Plan*. Despite the approved rate rise, rates will fund less than 32% of *Service Plus* over the coming decade. Nevertheless, Council has already put the extra rates to good work as shown overleaf and we thank the community for their support and commitment of funds.

We need to work in partnership with other levels of government, the local business sector and the community itself if you are able to secure your vision of the future.

Service Plus – a \$1.5 billion program of services and partnerships over 11 years to 2022

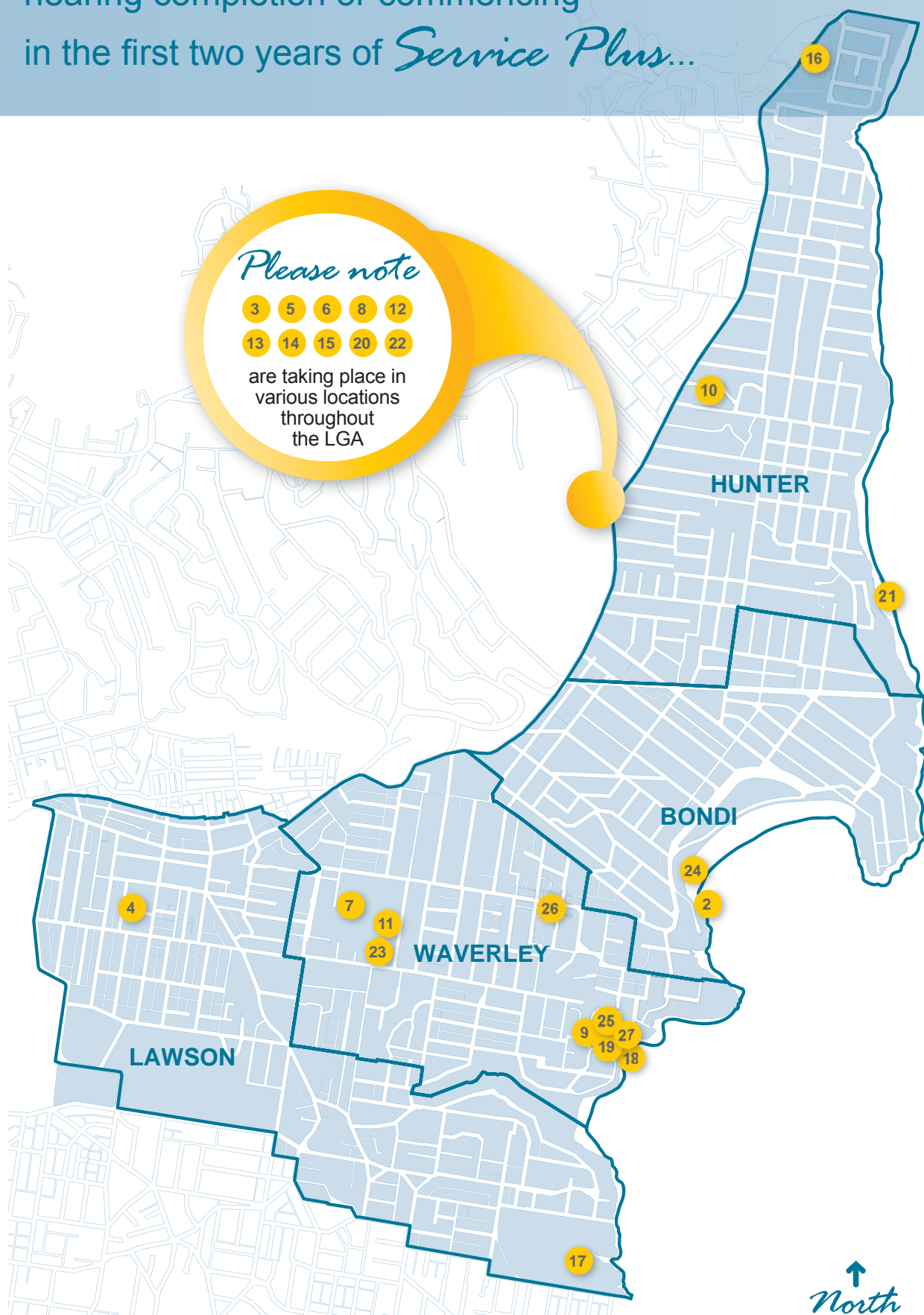
FUNDING SOURCES FOR *SERVICE PLUS*



For more detail on the full program of enhancements under *Service Plus*, see our End of Term Report on *Waverley Together 2* at: www.waverley.nsw.gov.au



Some of the major projects underway,
nearing completion or commencing
in the first two years of *Service Plus...*





SERVICE PLUS – the rate rise of \$3,964,475 in 2011/12 has been combined with other funds to secure completion of...

1	A new works depot outside Waverley (not marked on map)
2	Bondi Park South Public Toilet
3	Increased graffiti removal in various places throughout the LGA
4	A new Child Care Centre
5	Road and kerb programs in various places throughout the LGA
6	Footpath renewals and upgrades in various places throughout the LGA
7	The new Margaret Whitlam Recreation Centre in Waverley Park
8	Stormwater drains construction and flood retention in various locations
9	Acquisition of lands for open space in Tamarama Gully
10	Rose Bay village streetscape upgrade
11	A Plan of Management for Waverley Park
12	Projects to reduce energy use and greenhouse gas in Council buildings
13	Projects to reduce water use at Council sites
14	Feasibility assessment into development of light rail transport
15	Extra gardening staff for landscape care in various locations
16	South Head Cemetery fencing and landscaping restoration works
17	Waverley Cemetery infrastructure renewal commencement
18	Playground upgrades
19	Biodiversity restoration projects in Tamarama Gully
20	Extra Rangers and compliance staff
21	Extension of the Greenlinks network of walking paths
22	Street furniture and bus shelter upgrades
23	Waverley Park netball, tennis and amenities areas
24	Bondi Beach stormwater harvesting and reuse
25	Tamarama Park Lifeguard and Kiosk Facilities
26	Bondi Road footpath upgrades
27	Tamarama Park Plan of Management works

Where to from here?

The results of the End of Term Report of the 2008 – 2012 elected Council show that we are moving clearly towards the vision for *Waverley Together 2* and towards quadruple bottom line sustainability. The report has identified potential new focus areas for policy, strategy and partnership development as Council moves with the community towards the development of *Waverley Together 3*.

Some significant strategies to focus on are suggested below:

VISION ELEMENT	POTENTIAL FOCUS AREAS FOR POLICY, STRATEGY AND PARTNERSHIP DEVELOPMENT
We are safe	Focus on making cycling safer Close the gap on footpath condition ratings
We are reconciled with and value our indigenous past	Maintain and develop multicultural celebration and inclusion programs
Connections between families and between generations can remain unbroken	Maintain and expand affordable housing programs as developer contributions accrue via voluntary planning agreements
We are inspired and able to renew our physical and spiritual wellbeing	Continue and develop outreach and social inclusion programs and services, particularly targeted to families in crisis, housebound individuals and the disabled
Everyone is welcome to participate positively in community life	Improve the actual knowledge of the services already available for disabled and aged people
We can express our essential selves through our traditions, our arts, our cultures and our lifestyles	Further develop existing and create new multi-function facilities incorporating opportunities for creative, cultural and self expression
We act together as a compassionate society	Encourage residents and partners to become signatories to the Charter for Compassion (Australia Inc.) already adopted by Waverley Council and the Federal Government
The beauty of our beaches, cliffs and coastal lands endures	Continue to increase investment in cleaning and greening Increase investment in education about and efficient collection of dumped rubbish 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	Increase 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
Vital services are fully accessible	Minimise misuse of parking disability scheme Consolidate and expand child care services and diversify for efficiency (eg. expand family day care services)
Scarce resources are conserved and fairly shared	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 four wheel drives, and reverse decline in public transport use by implementing Council's recently revised Transport Plan and maintaining other sustainable policies Significantly improve the rate of recovery for recyclables, green waste and food waste from the domestic and commercial waste streams
Local economic prosperity provides opportunity for all	Proactively drive implementation of the newly adopted Local Environmental Plan (LEP) to ensure appropriately paced take-up of the released development and employment potential in commercial areas Develop Council's next property investment strategy to maximise shared benefits of and returns on Council investments
As a local community we have the courage to take a leading place in achieving the environmental aims of a global society	Show leadership on long range planning for environmental sustainability in use of environmental modelling 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 and local energy distribution schemes Continue to invest in water harvesting
We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for the future	Progressively integrate our plans with those of other levels of government 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



Your vision - our focus



Waverley Council currently provides 22 services in *Service Plus* which breakdown into 150 sub-services.

We want to make sure we focus on the services you need most. In *Waverley Together 2*, we identified the top 12 focus areas to concentrate on over the period 2010–2022. We're confident this focus will help the Waverley community achieve their long term vision. We will fine tune these focus areas through community engagement for *Waverley Together 3*.

Waverley Together 2

The Top 12 Focus Areas for Council services and activities





The next phase

In the next few months to May 2013 Council will be engaging the community on the priorities for *Waverley Together 3*. We will be asking about where you think Council and other players should focus and how we should fine-tune our strategies to achieve your vision.

Council still has a financial shortfall of approximately \$60 million for its contribution to the vision for Waverley. We are in the process of developing a new diversified strategy for maintaining ongoing financial sustainability. A new Long Term Financial Plan will be ready by March 2013.

As a result of the shortfall we have moved the start date back on some aspects of *Service Plus* and will work to identify funding sources for those delayed projects in the new financial plan.

However, we are off to a good start with *Service Plus*.

- In the first year of *Service Plus*, progress has been made on 87 per cent of activities in the top 12 focus areas.
- In the first two years of the 11-year program of *Service Plus* we have been able to start 59 per cent of service enhancements.

Watch our website for details of consultation for *Waverley Together 3*.