

What is Waverley Together 2?

Waverley Together 2 is a comprehensive plan of what we need to do over the next 12 years to 2022 to achieve a vision for a better life in Waverley. It is based on detailed community opinion about:

- our values and priorities as a community,
- the challenges we are facing,
- the social, environmental and economic health of our area, and
- the capacity of our residents, businesses and other levels of government to partner with us to achieve the vision.

The plan has been **developed in accordance with new amendments to the Local Government Act** called the 'Integrated Planning & Reporting Framework' amendments. This is landmark legislation to achieve major microeconomic reform.

Among other things, **the legislated reforms make it mandatory for councils to develop plans that reflect the entirety of their communities' aspirations for the future**, not just those priorities that a council may be able to satisfy.

The reforms also make it mandatory for councils to develop a 'Resourcing Strategy', including financial plans, human resource plans and asset management plans, to maximise the community's chances of achieving the vision.

Everything has to be planned ahead and costed so we can figure out the cheapest way to achieve the most over the 12-year period.

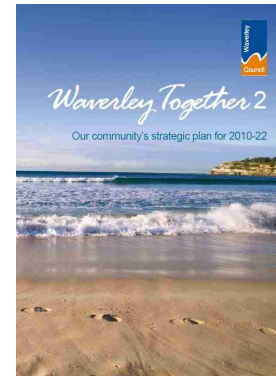
Our Integrated Planning framework for *Waverley Together 2* is therefore reasonably complex. But in reality **it is simply a costed set of 33 directions or groups of strategies to help us achieve 60 specific targets**. The logic is that if we reach the targets it should result in achievement of our community's particular vision for Waverley.

Underneath the strategies we have developed a myriad of activities in service delivery over the next four years to propel us toward the vision. These activities are in a separate plan called the *Delivery Plan 2010/14*. **We can modify, add to or subtract from this activity list basically at any time depending on community preference, funding availability or discovery of smarter ways of achieving a target.**

The Council's contribution to the whole 12-year plan is costed in our Long Term Financial Plan 2.

The biggest cost in the plan – maintenance of our assets – has been revised in detail over the last five years producing an 84% reduction in the estimated cost of renewal of our existing infrastructure and building assets. This work led to Waverley Council's receiving the Federal Government's National Award for Local Government in Asset and Financial Management in 2010.

We are very confident the cost estimates in our financial plan are accurate and that residents and ratepayers will be paying neither more nor less than is really required over the next decade to sustain our assets and services.

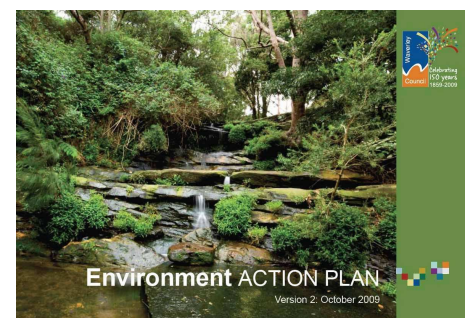
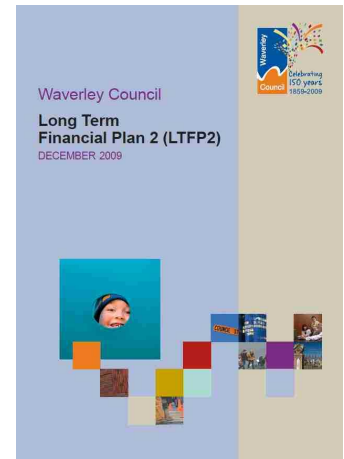
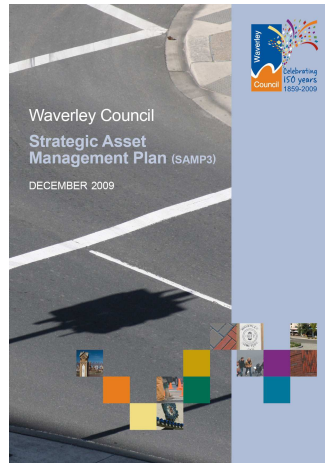


Despite the work done to keep cost estimates as low as possible, **our Long Term Financial Plan is showing that there is a financial shortfall for delivery of the services necessary to help meet the targets.** The shortfalls over the 12 years to 2022 are:

- **a shortfall of \$125 million** for delivery of our 148 existing services, *or*
- **a shortfall of \$224 million** for delivery of our 148 existing services and 51 enhancements considered necessary to maximise your chances of meeting the targets of *Waverley Together 2*.

Waverley Together 2 and all associated Resourcing Plans are available in full on Waverley Council's website at http://www.waverley.nsw.gov.au/your_council/planning_for_waverley_future.

Waverley's Resourcing Strategy includes, as an added extra, a comprehensive fully costed **Environmental Action Plan**. This plan plus some extra papers covering updated cost estimates and financial strategies are also accessible at the same website location.



What's in Waverley Together 2?

Waverley Together 2 has **four main themes for achieving a sustainable lifestyle** over the long term. Put simply we're trying to achieve:

- **a sustainable community**
- **sustainable living including a sustainable local economy**
- **a sustainable environment**
- **sustainable governance including community participation in decision making**

The plan sets out a vision and targets for each of these themes.

The vision is comprehensive and very aspirational. This is an ambitious community. **You can read the vision on the back of this brochure.**

The targets on the other hand are much more detailed, specific, clear and measurable. They're about getting down to business.

In some cases the targets are simply about not letting the great parts of our lifestyle slip backwards.

But **in other cases the targets we have set will be a real stretch**, particularly the targets for:

- **greenhouse gas emissions reduction,**
- **shifts in preferences for transport,**
- **infrastructure and asset renewal, and**
- **affordable living, particularly in housing.**

What are the strategies and targets of Waverley Together 2?

There are **60 targets** or indicators of progress that will help us track movement towards our community's vision of what life should be like by 2022. There are:

- 15 targets for achievement of a sustainable community,
- 15 targets for achievement of a sustainable lifestyle and economy,
- 20 targets for achievement of a sustainable environment, and
- 10 targets for achievement of sound civic leadership and engagement in decision making.

Details of exactly where we are now in relation to these targets ('baseline data') can be found in *Waverley Together 2*. From this we can see how far we are away from the targets now and how much work it might take to meet them.

Here's each group of the strategies and the targets we're aiming for:

Strategies for a Sustainable Community		Targets
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.	
C3	Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.	2. The proportion of residents who volunteer to help in the community is increasing. 3. The proportion of residents experiencing housing stress is not increasing.
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.	4. The number of units of social and affordable housing in Council's portfolio is maintained. 5. The level of disadvantage in our area is not significantly increasing.
C5	People feel safe in all parts of Waverley.	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.
C6	Arts and cultural activities foster an involved community and a creative environment.	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.
C7	Health and quality of life are improved through a range of recreation and leisure opportunities.	12. Satisfaction with Council's arts, entertainment and cultural events and facilities is increasing. 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.

Strategies for Sustainable Living		Targets
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.

Strategies for a Sustainable Environment		Targets
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 levels. 32. 70% reduction of greenhouse gas emissions by 2050 based on 2003/04 levels. 33. 30% reduction in Council's greenhouse gas emissions by 2020 based on 2003/04 levels. 34. 30% of electricity used in the LGA comes from renewable sources by 2020. 35. The average kilometres travelled by Waverley residents per day by private car declines by 15% by 2020 based on kilometres travelled in 2006. 36. 40% of the total daily distance travelled by residents is by public transport, walking or cycling.
E2	Waverley and its community is well prepared for the impacts of climate change.	
E3	Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles.	37. No net increase in overall waste generation by 2020 based on 2003/04 levels. 38. 75% of the LGA's domestic and commercial waste is diverted from landfill by 2020.
E4	Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations.	39. Zero increase in the LGA's mains water consumption by 2020 based on 2005/06 levels. 40. 50% reduction in Council's mains water consumption by 2020 based on 2005/06 levels.

Strategies for a Sustainable Environment		Targets
		41. No more than 10% mains water consumption by Council for non-potable uses by 2050.
E5	The waterways and beaches are clean and free of pollutants.	42. More than 345 clean beach days per annum (>95%) based on DECCW Beachwatch Water Quality Results. 43. The proportion of residents who rate the water quality in beaches and waterways as clean is steady or increasing.
E6	A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology.	44. The connectivity of wildlife habitat corridors is increased by 2020 based on 2009/10 levels, measured as square metres of coverage. 45. No localised flora and fauna extinctions based on 2009/10 levels. 46. Continually improve the quality and ensure no loss of native vegetation based on 2009/10 levels. 47. Reduce pests and weeds by 2020 based on 2009/10 levels.
E7	Our coastal waters provide a habitat for a thriving marine ecology.	48. No localised extinction of marine inter-tidal species based on 1999 levels.
E8	Waverley is an environmentally educated and committed community.	49. Our community rates the environment as an important issue. 50. Satisfaction with Council's environmental management and education is increasing.

Strategies for Sustainable Governance		Targets
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.	

How well will the strategies help us all achieve a better lifestyle?

The vision for the lifestyle we want in Waverley by 2002 has 14 elements. Here's how the strategies of *Waverley Together 2* will help us all get there.

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

How will we maximise our chances of achieving the vision?

Council can play a lead role in helping achieve the vision but we can't deliver the lifestyle everyone wants on our own. We need partnerships with the community, with business and with other levels of government. Nevertheless we want to make sure we're not squandering effort. **So we've identified the 12 most important things to focus on. Success in these will maximise our chances of hitting the targets.** The top 12 focus areas are:

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

If we're to be able to focus on these things in the most cost effective way, **we need as a minimum to ensure we can continue to deliver our existing services.** But the community's also told us that some services are not being delivered at the level necessary for the lifestyle we want and need. **We won't achieve the vision unless we improve these services. So we've developed a set of enhancements** to services to deliver:

- **more** opportunities for **recreation, health, wellbeing and artistic and cultural expression**,
- **more and safer access** to public places, to transport and to vital infrastructure,
- **more cleaning and greening** of all the spaces we share,
- **more** inviting streetscapes and **restful local neighbourhoods**,

- **a more sustainable environment with improved protection from global warming** and preservation of natural resources and ecosystems, and
- **a more engaged connected and inspired community** actively involved in decision making.

All of our existing services **plus** these enhancements have been put together in a package called **Service Plus** so that we can all see how they can be delivered together to help achieve the vision and targets of *Waverley Together 2*.

How will Waverley Council's services help achieve the vision?

Waverley Council's service array and outputs have more than doubled in the last ten years. Today we deliver 148 services in 22 main service categories of:

- | | |
|--|--|
| 1. Asset Management Services | 12. Governance, Integrated Planning & Community Engagement |
| 2. Beach Services, Maintenance & Safety | 13. Library Services |
| 3. Cemetery Services | 14. Parking Services |
| 4. Child Care Services | 15. Parks Services & Maintenance |
| 5. Community Services | 16. Place Management |
| 6. Corporate Support Services | 17. Recreation Services |
| 7. Cultural Services | 18. Regulatory Services |
| 8. Customer Services & Communication | 19. Social & Affordable Housing |
| 9. Development, Building & Health Services | 20. Traffic & Transport Services |
| 10. Emergency Management Services | 21. Urban Open Space Maintenance & Accessibility |
| 11. Environmental Services | 22. Waste Services |

Service Plus is simply a clearly organised set of these services but with more than 50 added enhancements that will help close the gap between where we are now and where we want to be by 2022.

Service Plus is not fully funded. It will cost almost \$1.4 billion over the next 12 years to deliver our existing services and another \$0.2 billion to deliver all the enhancements. In our *Long Term Financial Plan 2* we have identified reasonably reliable sources of income to fund 91% of the cost of existing services and 54% of the cost of requested enhancements. **Overall we believe we can fund 86% of the cost of Service Plus. If we are to deliver the last 14% we need to know whether the community wishes to invest fully in Service Plus, funding the shortfall either by an increase to the usual annual increases to rates or by some other means.**

How can you become involved in decisions about Service Plus?

Council is not the ultimate decision maker on whether a rate rise can be granted to help fund *Waverley Together 2*. Ultimately the State Government will make that decision based on your views and on our obligations for service delivery and asset protection. **If the State Government does not approve an increase in funding for Service Plus, Waverley Council's services will need to be cut by an average of 10% or by \$10 million per annum, beginning in 2012. In this event, instead of moving towards the vision of Waverley, we will actually move away from it.**

Service Plus has huge value and it is the most cost-effective way to achieve the targets. But with 60 big targets to achieve there is a long way to go. We're at a very big decision point for the decade so Council needs to know what everyone thinks about investing in Service Plus as the best means of achieving a better Waverley.

Please take an opportunity to make a submission to us either by visiting our interactive webpage about Funding the Future of Waverley on our website at <http://haveyoursaywaverley.com.au/>, by attending your local precinct meeting, or by participating in surveys and discussion forums.

Our Community's Vision for Life in Waverley by 2022

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

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

we are safe

we are reconciled with and value our indigenous past

connections within families and between generations can remain unbroken

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

everyone is welcomed to participate positively in community life

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

we act together as a compassionate society

the beauty of our beaches, cliffs and coastal lands endures

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

vital services are fully accessible

scarce resources are conserved and fairly shared

local economic prosperity provides opportunity for all

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

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.