



Waverley 2032

Waverley Community
Strategic Plan 2022–2032

waverley.nsw.gov.au



WAVERLEY
COUNCIL

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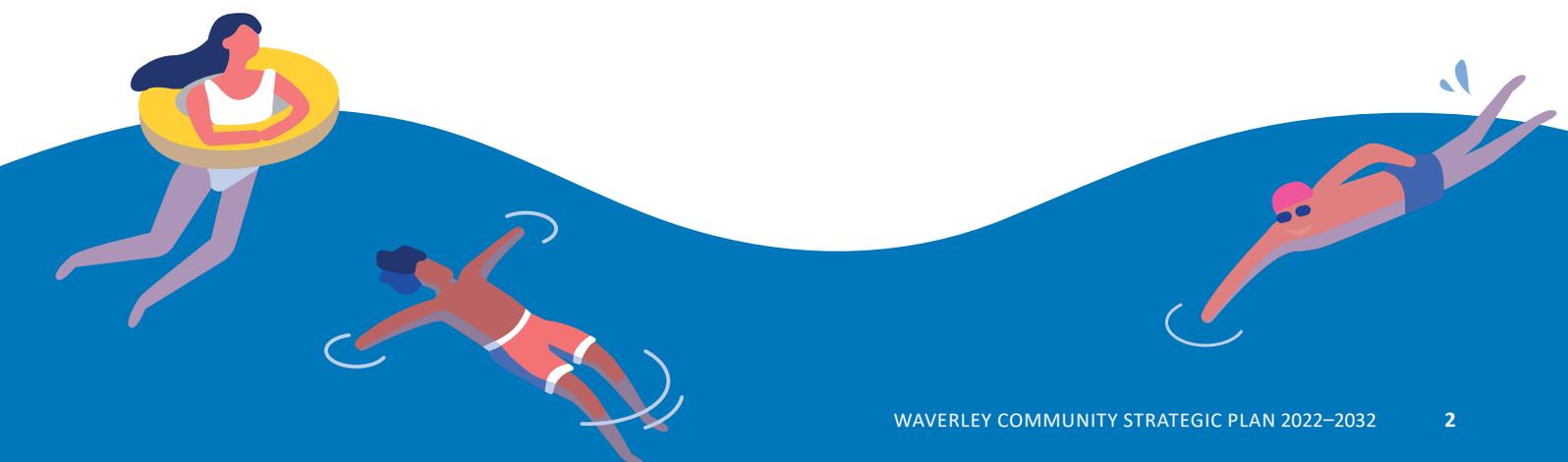
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Acknowledgement and our reconciliation vision

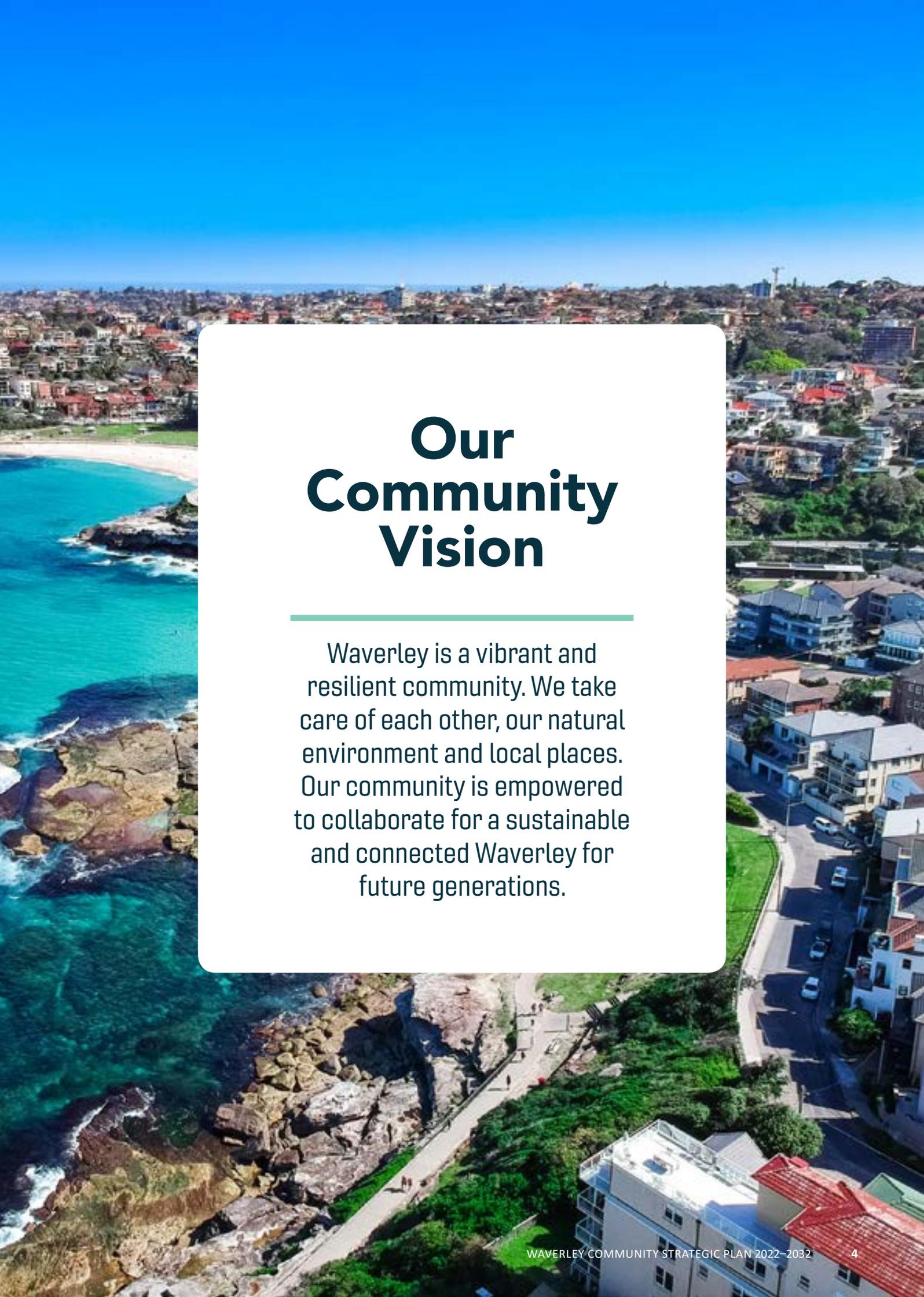
We acknowledge the Bidjigal and Gadigal people, who traditionally occupied the Sydney coast.

We also acknowledge Aboriginal and Torres Strait Islander Elders both past and present.

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

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

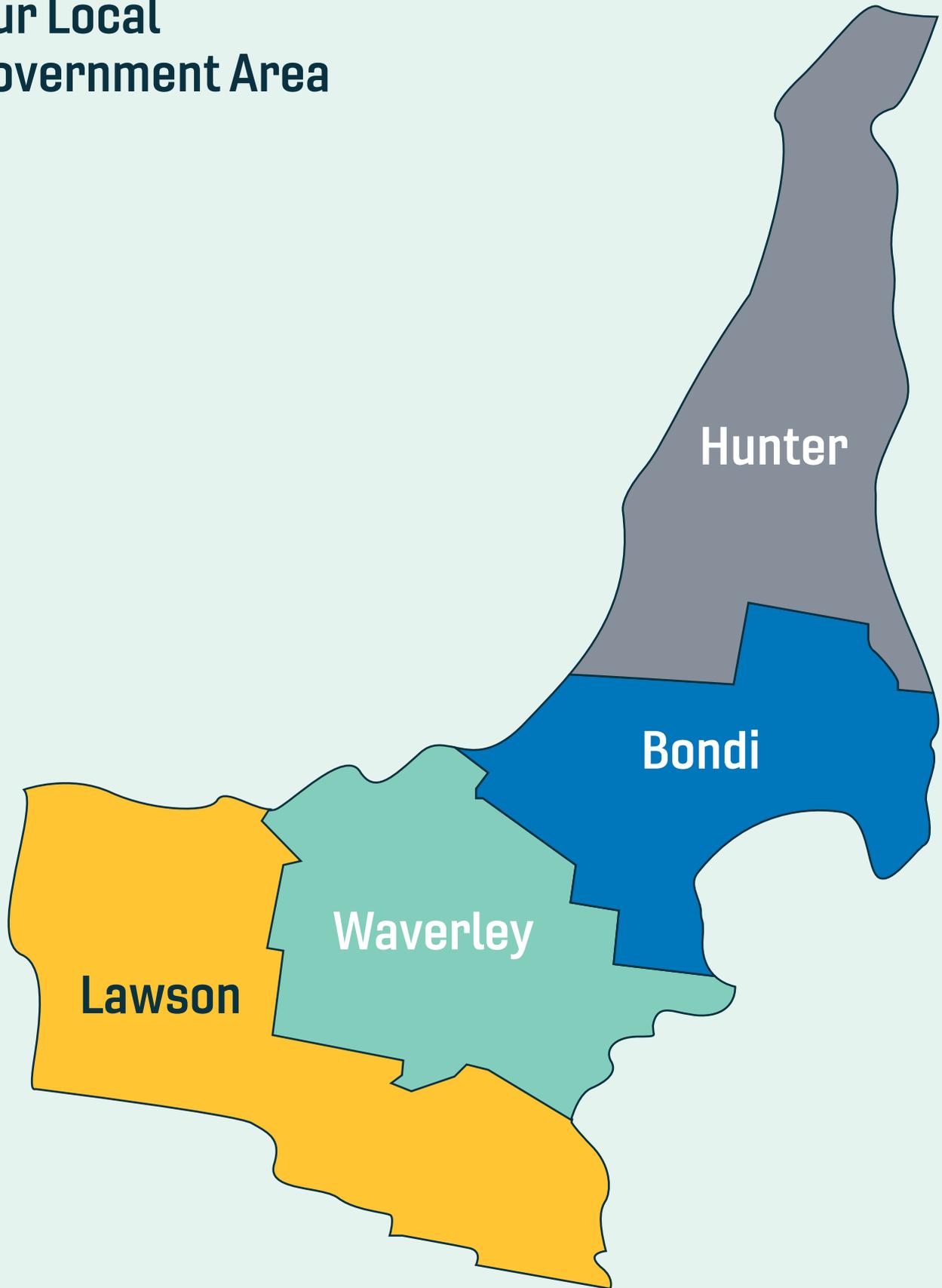
Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

An aerial photograph of Waverley, Australia, showing a vibrant coastal scene. In the foreground, there's a rocky coastline with turquoise water and waves crashing against the shore. A sandy beach is visible in the middle ground. The background is filled with a dense residential area with various houses and buildings under a clear blue sky.

Our Community Vision

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

Our Local Government Area



GETTING TO KNOW

Waverley

OUR LOCAL GOVERNMENT AREA

9.2km²

SUBURBS

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

ATTRACTIONS

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



31,564

DWELLINGS



39,132

REGISTERED BUSINESSES

POPULATION

72,743

TOTAL POPULATION

BY 2031

80,100

PROJECTED POPULATION



7,868

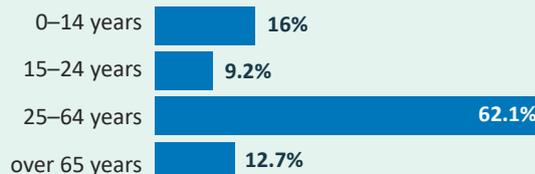
persons per square km

POPULATION DENSITY

35.4
YEARS
MEDIAN AGE



RESIDENT AGES BY %



274

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



38.5%

OVERSEAS BORN RESIDENTS



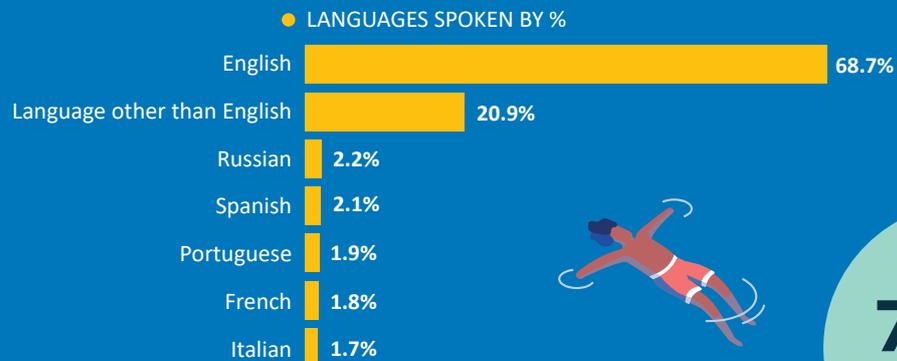
10,076

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

GETTING TO KNOW

Waverley

LANGUAGES WE SPEAK AT HOME



78.4%
PROPERTIES CONNECTED TO THE INTERNET

EDUCATION

17 SCHOOLS

including primary and secondary schools



73%

of our residents aged over 15 years have completed year 12 schooling or equivalent



44.5%

of our residents aged over 15 years have a Bachelor or higher degree, compared to 24.1% for Greater Sydney



20%

of young people aged 15–24 years attended an educational institution, including high school and/or a higher education facility, such as TAFE or university

HOUSING

2.4 PEOPLE

AVERAGE HOUSEHOLD SIZE



43%
RENTING HOUSEHOLDS

\$622
MEDIAN WEEKLY RENT

28%
SINGLE PERSON HOUSEHOLDS

ECONOMY



\$5.06 BILLION
GROSS REGIONAL PRODUCT



OVER **29,466**
JOBS IN WAVERLEY

HIGH EMPLOYMENT SECTORS

- | | |
|-----------------------------------|-------------------------------------|
| Retail trade | Professional |
| Healthcare and Social Assistance | Accommodation and Food |
| Scientific and Technical Services | Services and Education and Training |



OVER **\$2,308** per week
MEDIAN TOTAL INCOME

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

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

A Message from our Mayor

This Community Strategic Plan is the guiding document for our dynamic and engaged Waverley Community. It is underpinned by the aspirations that our community holds for the next 10 years, and it directs our elected representatives and Council operations to what matters most.

This plan is based on extensive community consultation conducted by Council over the last 12 months including targeted consultation with residents, visitors, businesses, our LGBTIQ community, and our young people. The aspirations within the plan reflect a great range of demographics; old and young, renters and owners, long-term and short-term residents, and the full diversity of the Waverley community.

Consultation was rigorous, and despite the challenges and restrictions of the COVID-19 pandemic, it was heartening to see so many viewpoints put forward.

The over-arching themes and areas of community concern that emerged, are the things that unite us as a community. Our community has told us they love the natural environment, the beaches, parks, trees and beauty that are special to this place. They have also told us they love the sense of community, the feeling that we really care about each other and that we support each other.

Over the next 10 years, this Community Strategic Plan will be the framework that scaffolds our decisions, as a Council and as a community.

I'd like to thank everyone who contributed to building this plan and I look forward to progressing the important work within the plans in partnership with our community.

**Paula Masselos,
Mayor of Waverley**



A Message from our General Manager

I am pleased to present to you the most important document for Waverley Council. The Community Strategic Plan is both intrinsic and compulsory for Council, but more than that it is the basis of our planning framework.

How we deploy resources, manage our finances, determine priorities, and guide our employees is all embedded in this plan. It is the result of many months of broad community consultation, and it brings to life the things that matter most to the people of Waverley.

The Community Strategic Plan will guide Council's operations. It will frame our decisions around capital works, our investment in environmental improvements, our focus on community building activities, and also hold Council accountable to the community.

It's important that the Waverley community has confidence in a Council that is managed in accordance with their wishes, that things that matter to people are attended to. By sharing this plan, and regularly reporting on progress against it, I believe we can work together to continue to protect what is loved and enhance delivery of continually improved services.

Thank you to everyone who contributed to this plan, and I look forward to delivering it over the coming years.

Emily Scott,
General Manager, Waverley Council





Waverley 2032

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

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

THEME

1

People

Our People theme focuses on a cohesive and connected Waverley community

THEME

2

Place

Our Place theme focuses on the natural and built environment

THEME

3

Performance

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

Theme 1: People

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

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

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

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

Theme 2: Place

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

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

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

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

Theme 3: Performance

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

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



The four pillars of our plan

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



Innovation

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



Resilience

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



Sustainability

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



Partnerships

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

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

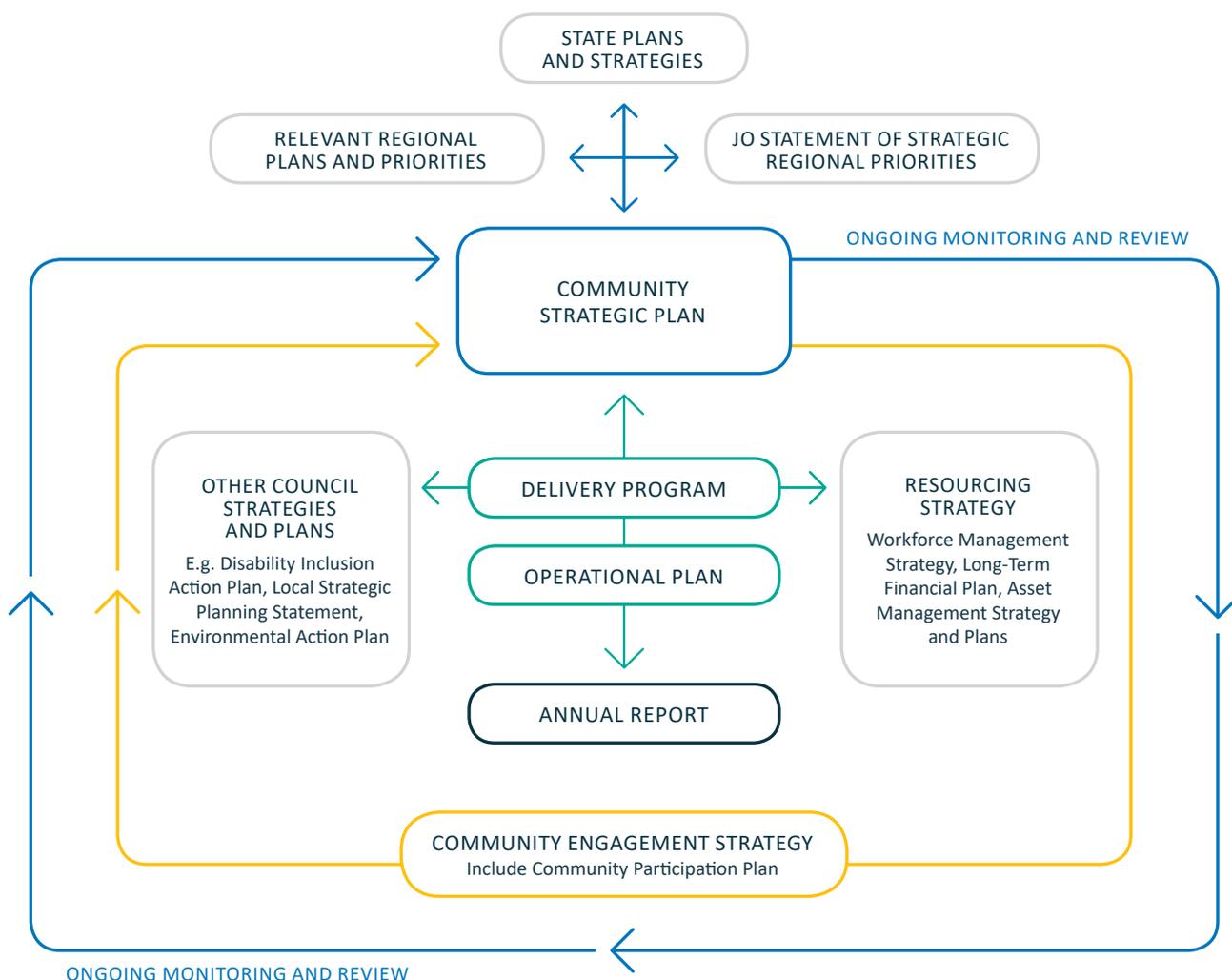
Integrated planning and reporting framework

Community Strategic Plan

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

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

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



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

Resourcing and delivering the plan

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

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

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

Other plans

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

Monitoring the plan

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

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

Social justice principles

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



How to read this plan

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

THIS DOCUMENT

10

YEAR SPAN

2022–2032

Community Strategic Plan

DOCUMENT TITLE

Describes the community's aspirational vision for the future of Waverley

Our Priorities (objectives) for the next 10 years and how we will achieve them (strategies)

Our measures will help us monitor progress that we are making in implementing the plan

PURPOSE

4

YEAR SPAN

2022–2026

Delivery Program

DOCUMENT TITLE

Council priorities in achieving the Community Strategic Plan in the next four years

Indicators define how we will measure progress

PURPOSE

1

YEAR SPAN

2022–2023

Operational Plan

DOCUMENT TITLE

Annual actions in achieving the priorities

Indicators define how we will measure progress

PURPOSE

Our shared future

Between July and February 2022, we heard from 975 Waverley residents between the ages of 4 and more than 70 years old.

We heard from a broad cross-section of the Waverley community, including:

- Aboriginal and Torres Strait Islander peoples
- Children and young people
- LGBTQIA+ stakeholders
- People with disability
- Older people
- Advisory and Precinct Committee members
- Culturally diverse community members

We heard from our community through:

- Online community survey
- Community workshops
- Focus groups
- LGBTQIA+ Roundtable
- Youth Summit
- Recruited citizens panel
- Engagement activities with preschool and primary school children.

What does our community love about Waverley?

- It's on the coastline with access to the beach, nature and green open spaces
- It has a range of local shops and transport options available
- It's located conveniently with access to the City and airport
- The sense of community and heritage of the area.



What is our community excited about the future of Waverley?

- Streets that are easier to get around with less traffic and more walkable streets with better cycling and walking connections
- Upgraded parks and open spaces to support healthy lifestyles and enjoy nature
- More arts and cultural venues and events and a more vibrant and inclusive night life
- More cohesive and inclusive communities, including more events and programs to bring people together. More support for vulnerable community members including people with disability, people on low incomes, older people, and rough sleepers
- Protected natural environment and the greening of Waverley by increasing trees and verge gardens
- More sustainable living including composting, recycling and the use of solar panels
- Upgraded facilities and local centres, including Charing Cross, Campbell Parade, Bondi Road, Bondi Pavilion, and beaches and parks
- More activated Bondi Junction with more interesting places and events to visit for all ages, such as outdoor dining and markets
- Better collaboration and communication between Council, community and not for profit organisations, as well as more support for community grassroots initiatives, such as small grants and capacity building programs
- More representative leadership with decision making based on community needs
- Protected local character including low-rise and heritage buildings
- Stronger, more diverse and innovative local economy
- More visibility and opportunities to learn from First Nations peoples and culture
- More opportunities and spaces for young people to socialise and study



What is our community concerned about the future of Waverley?

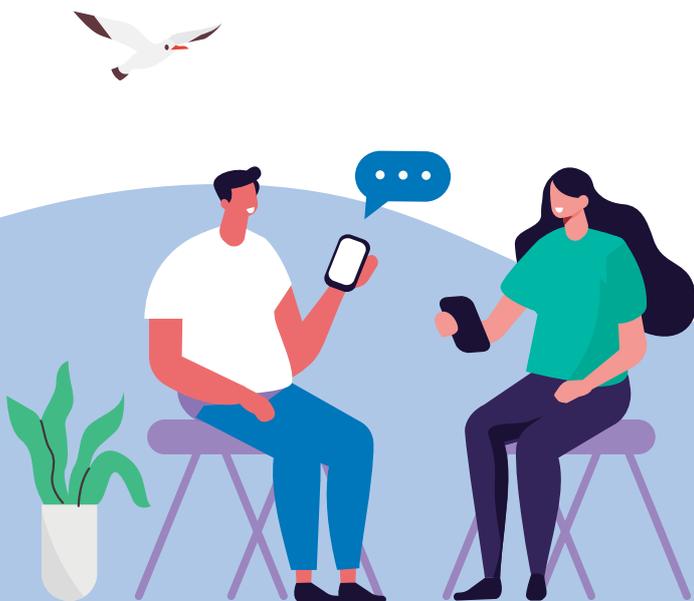
- Overdevelopment and overcrowding which could lead to loss of community spaces and local character, and make Waverley a less welcoming place to live and visit
- Traffic, lack of parking and not enough public transport, walking and cycling options
- High cost of living and lack of affordable housing making Waverley less liveable
- Local centres need upgrades that reflect local character and provide spaces to connect
- Need for more maintenance of public infrastructure including bus stops, footpaths and Bondi Beach promenade
- Not enough social infrastructure and public spaces such as schools, parks, and spaces for recreation as our population grows
- Loss of green space and biodiversity
- Economic and community recovery from COVID-19
- Limited accessibility of public spaces for people with diverse types of disability and older people (such as playgrounds, footpaths)
- The impacts of climate change
- Ability for Council to control impacts of development
- Loss of sense of community and growing inequality
- Getting the balance right between the needs of visitors and locals
- Rubbish dumping, littering and the need for more cleaning of public spaces as more people visit Waverley.

Quadruple Bottom Line

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

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

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





Theme 1: People

Our People theme focuses on a cohesive and connected Waverley community

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

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

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

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

People: our context

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

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

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

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

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

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

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



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

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

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



People: our objectives

What will we focus on?

1.1



Aboriginal and Torres Strait Islander culture

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

1.2



Diversity, inclusion and accessibility

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

1.3



Caring, well connected and cohesive

Foster a caring, well connected and cohesive community

1.4



Opportunities and spaces for young people

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

1.5



Art, culture and creative expression and participation

Promote and encourage art, culture and creative expression and participation

1.6



Access to social services and facilities

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

1.7



Housing needs

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

1.8



Safe community

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

People: strategies

How will we achieve our focus?



1.1

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

OUR STRATEGIES

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



OUR PARTNERS

La Perouse Land Council, Reconciliation Australia, Gujaga Foundation, the Reconciliation Action Plan (RAP) Advisory Committee, RAP staff working group, local Aboriginal Elders and community members

Community Services
DEPARTMENT RESPONSIBLE
**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE



1.2

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

OUR STRATEGIES

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



OUR PARTNERS

Access and Inclusion Advisory Panel

Community Services
DEPARTMENT RESPONSIBLE
**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

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



Multicultural Advisory Committee, Multicultural NSW, local services and members of the local community, Eastern Sydney Migrant Interagency, local businesses, neighbouring councils, local services networks

Community Services
DEPARTMENT RESPONSIBLE
**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

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



Local services and community groups, state and federal government departments, and neighbouring Councils.

Community Services
DEPARTMENT RESPONSIBLE
**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE



1.3 Foster a caring, well connected and cohesive community

OUR STRATEGIES

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



OUR PARTNERS

Local community members and services

Community Services
DEPARTMENT RESPONSIBLE
**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE



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

OUR STRATEGIES

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



OUR PARTNERS

Local young people, Youth Services

Community Services
DEPARTMENT RESPONSIBLE
**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE



1.5 Promote and encourage art, culture and creative expression and participation

OUR STRATEGIES

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



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



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



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



OUR PARTNERS

Local businesses, community, art and cultural organisations

Gujaga Foundation, local arts and culture network, Bondi & Districts Chamber of Commerce and local business network, Create NSW, Screen NSW, Destination NSW, Live Music Office, Department of Planning, Industry & Environment (DPIE), Department of Premier & Cabinet, other state government partner agencies

Arts and Culture Advisory Committee, local arts and culture network, Waverley Woollahra Art School, industry peak bodies including Australia Council, Create NSW, National Association of Visual Arts, Theatre Network Australia, Australian Performing Arts Exchange, Transport for NSW, NSW Police, Screen NSW, Destination NSW, Department of Premier & Cabinet, Sculpture by the Sea, Flickerfest, Open Air Cinema

State Library of New South Wales, New South Wales Public Libraries Association, ALIA, Community groups, external facilitators

Arts, Culture and Events/ Property and Facilities/ Community, Library and Recreation Venues

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE

Arts, Culture and Events

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE

Arts, Culture and Events

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE

Community, Library and Recreation Venues

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE



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

OUR STRATEGIES

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



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



OUR PARTNERS

Community groups, Community and civil society organisations

NSW Department of Education and Department of Education, Skills and Employment, Department of Health, Families, People with disability and supporters, service providers, families and children

Community Services
DEPARTMENT RESPONSIBLE
**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

Community Services
DEPARTMENT RESPONSIBLE
Implementer/Partner
COUNCIL'S ROLE



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

OUR STRATEGIES

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



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



1.7.3. Grow the provision of social and affordable housing



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



OUR PARTNERS

Community Housing Provider, Eastern Suburbs Homelessness Assertive-outreach Collaboration

NSW Department of Planning and Environment, Greater Sydney Commission

NSW Department of Planning and Environment, development industry, Greater Sydney Commission

NSW Department of Planning and Environment, Development industry

Urban Planning/Property and Facilities/Community Services
DEPARTMENT RESPONSIBLE
Implementer/Partner
COUNCIL'S ROLE

Urban Planning
DEPARTMENT RESPONSIBLE
Facilitator/Partner
COUNCIL'S ROLE

Urban Planning
DEPARTMENT RESPONSIBLE
Facilitator/Partner
COUNCIL'S ROLE

Urban Planning
DEPARTMENT RESPONSIBLE
Facilitator/Partner
COUNCIL'S ROLE



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

OUR STRATEGIES	OUR PARTNERS	Community Services/ Compliance
<p>1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues</p> <p></p>	<p>Community, NSW Police, local schools</p>	<p>DEPARTMENT RESPONSIBLE</p> <p>Facilitator/ Implementer/Partner</p> <p>COUNCIL'S ROLE</p>
<p>1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses</p> <p></p>	<p>NSW Police, NSW Health, community groups, local residents</p>	<p>Community Services/ Environmental Sustainability</p> <p>DEPARTMENT RESPONSIBLE</p> <p>Facilitator/ Implementer/Partner</p> <p>COUNCIL'S ROLE</p>
<p>1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management</p> <p></p>	<p>NSW Local Government Coastal Safety Group, neighbouring councils</p>	<p>Open Space and Recreation Operations</p> <p>DEPARTMENT RESPONSIBLE</p> <p>Facilitator/Implementer</p> <p>COUNCIL'S ROLE</p>

How will we measure success?

- The community is supportive of a culturally diverse community
- Living in Waverley makes you feel connected
- You know your neighbours
- Community satisfaction with cultural, recreational and entertainment events
- Community satisfaction with community services, programs and facilities
- Community satisfaction with library services
- Community perception of safety

Supporting strategies

- Cultural Diversity Strategy 2021–2032
- 2022–2026 Disability Inclusion Action Plan
- Reconciliation Action Plan
- Waverley Arts and Culture Plan 2021–2026
- Waverley Local Housing Strategy 2020–2036





Theme 2: Place

Our Place theme focuses on the natural and built environment

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

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

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

Place: our context

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

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

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

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

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

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

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

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

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



Place: our objectives

What will we focus on?

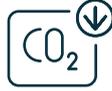
2.1



Reduce greenhouse gas emissions (Waverley)

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

2.2



Reduce greenhouse gas emissions (Council)

Rapidly reduce Council's greenhouse gas emissions

2.3



Climate change and resilience

Prepare and adapt to the impacts of climate change

2.4



Biodiversity

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

2.5



Water use and quality

Conserve water use and improve water quality

2.6



Control and manage development

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

2.7



Safe and accessible parks and open spaces

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

2.8



Sustainable transport

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

2.9



Traffic, transport and parking

Manage traffic, transport and parking in a balanced way

2.10



Accessible and sustainable assets

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

2.11



Sustainable waste and circular economy

Move towards a sustainable waste community and a circular economy

2.12



Clean and litter free spaces

Keep public spaces clean and litter-free

Place: strategies

How will we achieve our focus?



2.1

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

OUR STRATEGIES

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



OUR PARTNERS

Department of Planning and Environment, Regional Environment Program

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Facilitator/Partner

COUNCIL'S ROLE



2.2

Rapidly reduce Council's greenhouse gas emissions

OUR STRATEGIES

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



OUR PARTNERS

Department of Planning and Environment, Resilient Sydney

Environmental Sustainability

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



2.3

Prepare and adapt to the impacts of climate change

OUR STRATEGIES

2.3.1. Deliver the Climate Change Adaptation and Resilience Framework



OUR PARTNERS

Department of Planning and Environment, Regional Environment Program

Environmental Sustainability

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



2.4

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

OUR STRATEGIES

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



OUR PARTNERS

NSW Department of Planning and Environment, Waverley bushcare groups, neighbouring councils

Environmental Sustainability

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

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



NSW Department of Planning and Environment, Waverley bushcare groups; neighbouring councils

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE

2.4.3. Improve biodiversity across the Waverley LGA



WIRES Eastern Suburbs, CPRBG Trust, NSW Department of Planning and Environment, bushcare groups

Environmental Sustainability/Urban Planning

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE

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



Greater Sydney Commission, NSW Department of Planning and Environment Environmental Trust

Open Space and Recreation Operations/ Environmental Sustainability/ Urban Planning

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE



2.5

Conserve water use and improve water quality

OUR STRATEGIES

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



2.5.2. Improve water efficiency of new and existing buildings



2.5.3. Reduce or minimise the pollutants entering into waterways



OUR PARTNERS

Sydney Water, Sydney Coastal Councils Group, BeachWatch, Marine Estate Management Authority

Department of Planning and Environment

Department of Planning and Environment, Sydney Water; Sydney Coastal Councils Group

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE

Environmental Sustainability

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE



2.6

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

OUR STRATEGIES

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



OUR PARTNERS

Department of Planning and Environment, Greater Sydney Commission

Urban Planning/ Organisational Strategy and Improvement/ Customer Experience and Communications, Urban Planning, Executive Services

DEPARTMENT RESPONSIBLE

Facilitator
COUNCIL'S ROLE

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



Department of Planning and Environment

Development Assessment
DEPARTMENT RESPONSIBLE

Facilitator
COUNCIL'S ROLE

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



Department of Planning and Environment, community, developers

Compliance
DEPARTMENT RESPONSIBLE

Facilitator
COUNCIL'S ROLE

2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant



Department of Planning and Environment

Urban Planning
DEPARTMENT RESPONSIBLE

Implementer/Partner
COUNCIL'S ROLE

2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone



Department of Planning and Environment

Infrastructure Services/ Urban Planning/ Arts, Culture and Events
DEPARTMENT RESPONSIBLE

Implementer/Partner
COUNCIL'S ROLE

2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character

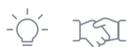


Community groups, local residents, industry experts, State and Federal authorities

Urban Planning/ Property and Facilities
DEPARTMENT RESPONSIBLE

Implementer/Partner
COUNCIL'S ROLE

2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments



Community groups, local residents, industry experts, State and Federal authorities

Arts, Culture and Events
DEPARTMENT RESPONSIBLE

Implementer/Partner
COUNCIL'S ROLE



2.7

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

OUR STRATEGIES

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



OUR PARTNERS

State and Federal government, Centennial Parkland and Moore Park Trusts, Greater Sydney Commission, Precincts, local sports groups, surf clubs, local schools

**Community Services/
Property and Facilities**

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

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



State and Federal government, Centennial Parkland and Moore Park Trusts, Greater Sydney Commission,

**Infrastructure Services/
Major Projects**

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

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



State and Federal government, Centennial Parkland and Moore Park Trusts, Greater Sydney Commission,

**Infrastructure Services/
Major Projects**

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



2.8

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

OUR STRATEGIES	OUR PARTNERS	
<p>2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency</p> <p>   </p>	Transport for NSW	<p>Urban Planning/ Major Projects/ Infrastructure Services DEPARTMENT RESPONSIBLE</p> <p>Facilitator/ Implementer/Partner COUNCIL'S ROLE</p>
<p>2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging</p> <p>   </p>	Transport for NSW, Sydney Buses,	<p>Urban Planning DEPARTMENT RESPONSIBLE</p> <p>Facilitator/ Implementer/Partner COUNCIL'S ROLE</p>



2.9

Manage traffic, transport and parking in a balanced way

OUR STRATEGIES	OUR PARTNERS	
<p>2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes</p> <p> </p>	Technology providers, internal partners	<p>Property and Facilities/ Compliance/Urban Planning DEPARTMENT RESPONSIBLE</p> <p>Implementer/Partner COUNCIL'S ROLE</p>
<p>2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport</p> <p>   </p>	Transport for NSW	<p>Urban Planning DEPARTMENT RESPONSIBLE</p> <p>Facilitator/ Implementer/Partner COUNCIL'S ROLE</p>



2.10

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

OUR STRATEGIES

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



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



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



OUR PARTNERS

Office of Local Government, Sydney
Department of Planning and Environment

Office of Local Government, Sydney
Department of Planning and Environment

Surf clubs, local sporting groups, community organisations, Precincts, local schools

Infrastructure Services/ Open Space and Recreation Operations

DEPARTMENT RESPONSIBLE

Implementer

COUNCIL'S ROLE

Property and Facilities/ Open Space and Recreation Operations/Infrastructure Services

DEPARTMENT RESPONSIBLE

Implementer

COUNCIL'S ROLE

Property and Facilities

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE



2.11

Move towards a sustainable waste community and a circular economy

OUR STRATEGIES

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



2.11.2. Encourage waste avoidance, reuse and repair behaviours and alignment with circular economy consumer choices



OUR PARTNERS

Neighbouring Councils, Southern Sydney Regional Organisation of Councils, NSW Environment Protection Authority

Neighbouring Councils, Southern Sydney Regional Organisation of Councils, NSW Environment Protection Authority

Waste, Cleansing and Fleet/ Environmental Sustainability

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE

Waste, Cleansing and Fleet/ Environmental Sustainability

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE



2.12

Keep public spaces clean and litter-free

OUR STRATEGIES

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



2.12.2. Reliable and efficient public place waste



OUR PARTNERS

Community groups (Plastic Free Bronte, Responsible Runners)

Department of Planning and Environment, Environmental Protection Authority, waste and recycling processors.

Environmental Sustainability, Waste, Cleansing and Fleet

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE

Environmental Sustainability, Waste, Cleansing and Fleet

DEPARTMENT RESPONSIBLE

Facilitator/ Implementer/Partner

COUNCIL'S ROLE

How will we measure success?

- Greenhouse gas emissions
- Procurement of renewable energy
- Condition of remnant vegetation in the LGA
- Hectares of bushland restored
- Canopy and shrub cover
- Water consumption for Council operations and across local government area
- Rating of Bondi, Bronte and Tamarama beaches by Beachwatch
- Community satisfaction with venues and rental properties
- Community satisfaction with Council's planning controls
- Community satisfaction with liveability and amenity of local neighbourhood
- Community satisfaction with protection and conservation of heritage items and places
- Community satisfaction with the quality of parks, sporting and recreational facilities and open spaces
- Community satisfaction with accessibility to parks, sporting and recreational facilities and open spaces
- Community satisfaction with pedestrian, bicycle and road network
- Average daily distance travelled by private car in Waverley

- Community satisfaction regarding parking management
- Asset, building and infrastructure ratios
- Community satisfaction with the quality of buildings and infrastructure
- Customer satisfaction with Council waste and cleaning services
- Recovery of residential waste
- Litter and Illegal dumping across Waverley

Supporting strategies

- Environmental Action Plan 2022–2032
- Local Strategic Planning Statement 2020–2036
- Open Spaces and Recreation Strategy 2021–2031
- Our Liveable Places Centres Strategy 2020–2036
- Waverley's People Movement and Places
- Property Strategy 2020–24
- Strategic Asset Management Plan 2022–2032





Theme 3: Performance

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

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

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

Performance: our context

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

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

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

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

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

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



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

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

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



Performance: our objectives

What will we focus on?

3.1



Community engagement opportunities

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

3.2



Excellent Customer Experience

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

3.3



Financial Sustainability and Resource Management

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

3.4



Governance, Capacity and Capability

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

3.5



Resilient Economy

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

3.6



Smart and Innovative

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

Performance: strategies

How will we achieve our focus?



3.1

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

OUR STRATEGIES	OUR PARTNERS	
<p>3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage</p> <p> </p>	Community, business, Precincts,	<p>Customer Experience and Communications/Executive Services DEPARTMENT RESPONSIBLE</p> <p>Facilitator/Implementer/Partner COUNCIL'S ROLE</p>
<p>3.1.2. Ensure our engagement practices are accessible and inclusive</p> <p> </p>	Community, business, Precincts	<p>Customer Experience and Communications DEPARTMENT RESPONSIBLE</p> <p>Facilitator/Implementer/Partner COUNCIL'S ROLE</p>
<p>3.1.3. Continual development of an organisational culture focused on best practice community engagement</p> <p> </p>	Community, business, Precincts	<p>Customer Experience and Communications DEPARTMENT RESPONSIBLE</p> <p>Facilitator/Implementer/Partner COUNCIL'S ROLE</p>



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

OUR STRATEGIES	OUR PARTNERS	
<p>3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas</p> <p> </p>	<p>Community, businesses, internal departments</p>	<p>Customer Experience and Communications</p> <p>DEPARTMENT RESPONSIBLE</p> <p>Facilitator/Implementer/Partner</p> <p>COUNCIL'S ROLE</p>



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

OUR STRATEGIES	OUR PARTNERS	
<p>3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity</p> <p>   </p>	<p>Community, businesses, neighbouring councils, staff, state agencies, civil society organisations, training organisations, technology and similar service providers</p>	<p>Organisational Strategy and Improvement/ Finance/Infrastructure Services/Environmental Sustainability/Human Resources, Safety and Wellbeing</p> <p>DEPARTMENT RESPONSIBLE</p> <p>Facilitator/Implementer/Partner</p> <p>COUNCIL'S ROLE</p>
<p>3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability</p> <p>  </p>	<p>Community, businesses, neighbouring councils,</p>	<p>Finance/Environmental Sustainability/Procurement</p> <p>DEPARTMENT RESPONSIBLE</p> <p>Facilitator/Implementer/Partner</p> <p>COUNCIL'S ROLE</p>
<p>3.3.3. Deliver and review services to increase value for money</p> <p> </p>	<p>Internal partners</p>	<p>Organisational Strategy and Improvement</p> <p>DEPARTMENT RESPONSIBLE</p> <p>Implementer/Partner</p> <p>COUNCIL'S ROLE</p>



3.4

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

OUR STRATEGIES	OUR PARTNERS	
<p>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</p> 	Internal partners	<p>Governance/Finance/Risk and Audit DEPARTMENT RESPONSIBLE Facilitator/Implementer COUNCIL'S ROLE</p>
<p>3.4.2. Uphold a commitment to accountable and transparent decision making</p> 	Internal partners	<p>Governance/Finance DEPARTMENT RESPONSIBLE Facilitator/Implementer COUNCIL'S ROLE</p>
<p>3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance</p> 	Internal partners, training organisations, technology and similar service providers	<p>Human Resources, Safety and Wellbeing DEPARTMENT RESPONSIBLE Facilitator/Implementer COUNCIL'S ROLE</p>
<p>3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community</p> 	Internal partners, training organisations	<p>Human Resources, Safety and Wellbeing DEPARTMENT RESPONSIBLE Facilitator/Implementer COUNCIL'S ROLE</p>
<p>3.4.5. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric</p> 	Internal partners, training organisations, technology and similar service providers	<p>Information Technology DEPARTMENT RESPONSIBLE Facilitator/Implementer COUNCIL'S ROLE</p>



3.5

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

OUR STRATEGIES	OUR PARTNERS	
<p>3.5.1. Improve Waverley’s post COVID-19 economic resilience through innovation</p>	<p>Department of Industry, Small Business Commissioner, Chamber of Commerce, local businesses</p>	<p>Urban Planning DEPARTMENT RESPONSIBLE Facilitator/Implementer/Partner COUNCIL’S ROLE</p>
<p>3.5.2. Position Waverley as a future business destination and promote local businesses</p>	<p>Chamber of Commerce, businesses</p>	<p>Urban Planning DEPARTMENT RESPONSIBLE Facilitator/Implementer/Partner COUNCIL’S ROLE</p>
<p>3.5.3. Support and enhance the visitor economy</p>	<p>Destination NSW, businesses, training institutions</p>	<p>Urban Planning DEPARTMENT RESPONSIBLE Facilitator/Implementer/Partner COUNCIL’S ROLE</p>



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

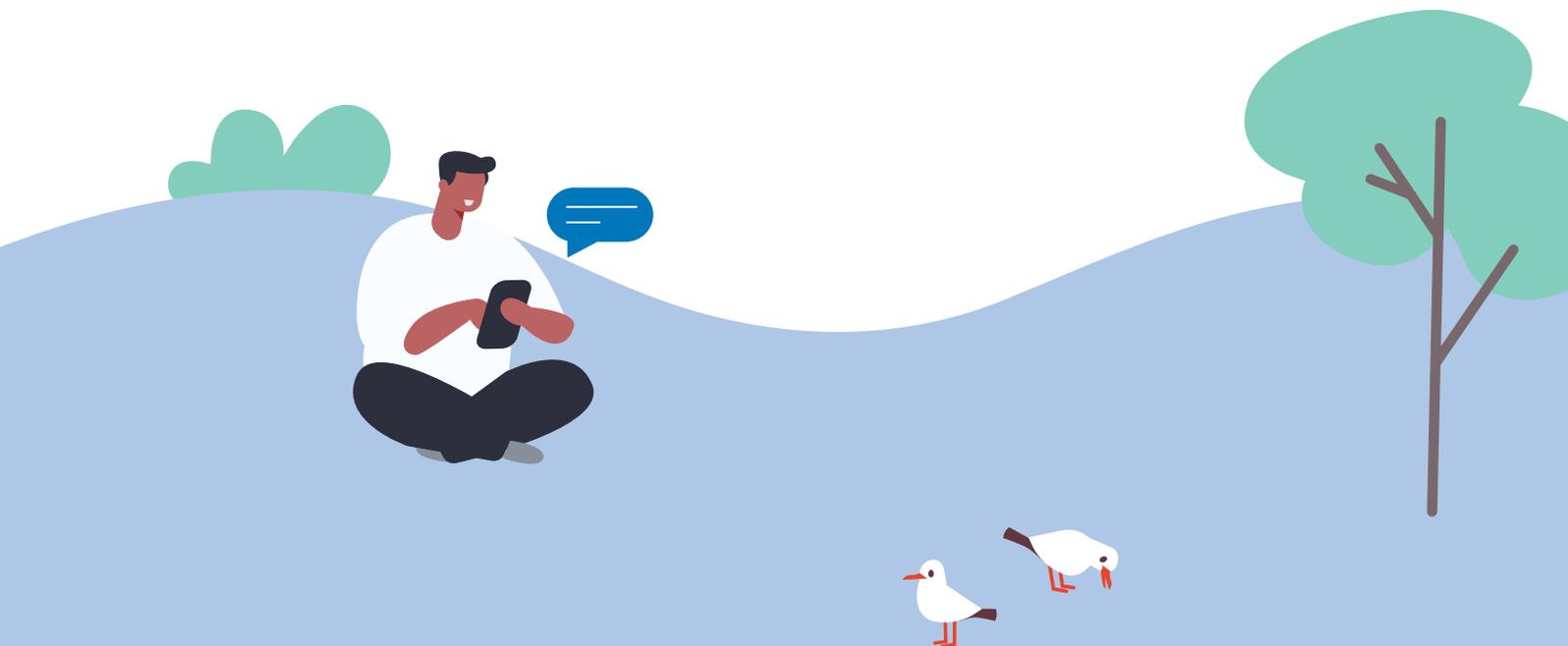
OUR STRATEGIES	OUR PARTNERS	
<p>3.6.1. Improve and increase the quality and quantity of data shared in the local business community</p> <p> </p>	<p>Chamber of Commerce, businesses</p>	<p>Urban Planning DEPARTMENT RESPONSIBLE Facilitator/ Implementer/Partner COUNCIL'S ROLE</p>
<p>3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer</p> <p> </p>	<p>Local businesses, community, internal partners</p>	<p>Urban Planning DEPARTMENT RESPONSIBLE TBC COUNCIL'S ROLE</p>
<p>3.6.3. Enhance communication and engagement channels to improve service delivery</p> <p> </p>	<p>Technology providers, internal partners</p>	<p>Customer Experience and Communications DEPARTMENT RESPONSIBLE Facilitator/Implementer COUNCIL'S ROLE</p>
<p>3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces</p> <p> </p>	<p>State Library of New South Wales, New South Wales Public Libraries Association, ALIA, Community groups, external facilitators</p>	<p>Community, Library and Recreation Venues DEPARTMENT RESPONSIBLE Facilitator/ Implementer/Partner COUNCIL'S ROLE</p>

How will we measure success?

- Community satisfaction with opportunities to participate in decision making
- Overall community satisfaction with Council services
- Maintenance or improvement in financial benchmarks
- Community satisfaction with Council decision making
- Delivery of community strategic plan and delivery program outcomes
- Community awareness of benefits of smart city technology
- Usage of innovation hub
- Number of active registered business
- Industry sectors
- Income from visitor economy

Supporting strategies

- Community Engagement Strategy 2021
- Fraud and Corruption Control Policy and Strategy 2021–2023
- People Plan 2020–2024
- Smart Waverley Strategy 2023



Appendices

Appendix 1:

Alignment with state and other plans

Theme 1: People	PREMIERS PRIORITIES	A METROPOLIS OF THREE CITIES	EASTERN CITY DISTRICT PLAN	STATE INFRASTRUCTURE STRATEGY	FUTURE TRANSPORT 2056	SYDNEY'S CYCLING FUTURE	DCJ DISABILITY INCLUSION ACTION PLAN	HEALTH EATING AND AGEING STRATEGY	FUTURE ENERGY ACTION PLAN 2020-2025	WASTE AND SUSTAINABLE MATERIALS STRATEGY 2041	NET ZERO PLAN STAGE 1 2020-2030	MARINE ESTATE MANAGEMENT STRATEGY 2018-202
1.1. Respect, acknowledge and protect the continuous living culture of Aboriginal and Torres Strait Islander peoples	●											
1.2. Celebrate diversity, promote inclusion and accessibility for all members of the community	●	●	●				●	●				
1.3. Foster a caring, well connected and cohesive community	●	●	●					●				
1.4. Provide opportunities for young people to engage, connect and build capacity	●	●	●									
1.5. Promote and encourage art, culture and creative expression and participation	●	●	●									
1.6. Provide access to social services and facilities for all stages of life	●						●	●				
1.7. Actively drive housing policy to meet the needs of the vulnerable, diverse and growing population		●	●	●								
1.8. Support a safe community with capacity and resilience to adapt to change	●	●	●	●			●					
1.9. Provide access to social services and facilities for all stages of life	●	●	●				●					

Theme 2: Place	PREMIERS PRIORITIES	A METROPOLIS OF THREE CITIES	EASTERN CITY DISTRICT PLAN	STATE INFRASTRUCTURE STRATEGY	FUTURE TRANSPORT 2056	SYDNEY'S CYCLING FUTURE	DCJ DISABILITY INCLUSION ACTION PLAN	HEALTH EATING AND AGEING STRATEGY	FUTURE ENERGY ACTION PLAN 2020-2025	WASTE AND SUSTAINABLE MATERIALS STRATEGY 2041	NET ZERO PLAN STAGE 1 2020-2030	MARINE ESTATE MANAGEMENT STRATEGY 2018-202
2.1. Facilitate, enable and support the community to rapidly reduce their greenhouse gas emissions	●										●	
2.2. Rapidly reduce Council's greenhouse gas emissions									●			
2.3. Prepare and adapt to the impacts of climate change		●	●						●	●	●	
2.4. Protect and increase our local bushland, parks, urban canopy cover and habitat areas		●	●									
2.5. Conserve water use and improve water quality		●	●									●
2.6. Control and manage development to protect the intrinsic values of the community including aesthetics, size, heritage and population												
2.7. Ensure public spaces, parks, open spaces and facilities have equitable access, are safe day and night, meet community needs for recreation and are well maintained		●	●			●						
2.8. Ensure sustainable transport infrastructure is easily accessible and provides climate friendly transport alternatives		●	●	●	●	●						
2.9. Manage traffic, transport and parking in a balanced way		●	●		●							

Theme 2: Place	PREMIERS PRIORITIES	A METROPOLIS OF THREE CITIES	EASTERN CITY DISTRICT PLAN	STATE INFRASTRUCTURE STRATEGY	FUTURE TRANSPORT 2056	SYDNEY'S CYCLING FUTURE	DCJ DISABILITY INCLUSION ACTION PLAN	HEALTH EATING AND AGEING STRATEGY	FUTURE ENERGY ACTION PLAN 2020-2025	WASTE AND SUSTAINABLE MATERIALS STRATEGY 2041	NET ZERO PLAN STAGE 1 2020-2030	MARINE ESTATE MANAGEMENT STRATEGY 2018-202
2.10. Build, maintain and renew well-designed, accessible and sustainable assets and infrastructure, to improve the liveability of neighbourhoods	●	●	●	●	●	●						
2.11. Move towards a sustainable waste community and a circular economy									●			
2.12. Keep public spaces clean and litter-free											●	

Theme 3: Performance	PREMIERS PRIORITIES	A METROPOLIS OF THREE CITIES	EASTERN CITY DISTRICT PLAN	STATE INFRASTRUCTURE STRATEGY	FUTURE TRANSPORT 2056	SYDNEY'S CYCLING FUTURE	DCJ DISABILITY INCLUSION ACTION PLAN	HEALTH EATING AND AGEING STRATEGY	FUTURE ENERGY ACTION PLAN 2020-2025	WASTE AND SUSTAINABLE MATERIALS STRATEGY 2041	NET ZERO PLAN STAGE 1 2020-2030	MARINE ESTATE MANAGEMENT STRATEGY 2018-202
3.1. Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate												
3.2. Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation												
3.3. Ensure Waverley Council is financially sustainable, and manages resources, assets and contracts effectively												
3.4. Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community												
3.5. The local economy is resilient and thriving, providing a diverse offering of services and opportunities for employment (including economic contribution of visitors)												
3.6. Waverley is a smart, safe and connected city of the future that fosters innovation												

Appendix 2

Our baseline and targets

● Theme 1: People

MEASURES	BASELINE	TARGET 2032
The community is supportive of a culturally diverse community	62% community agreement rating (2021)	70%
Living in Waverley makes you feel connected	60% community agreement rating (2021)	68%
You know your neighbours	72% community agreement rating (2021)	75%
Community satisfaction with cultural, recreational and entertainment events	92% community satisfaction rating (2021)	Maintain
Community satisfaction with community services, programs and facilities	91% community satisfaction rating (2021)	Maintain
Facilities and services for older people	87% community satisfaction rating (2021)	Maintain
Facilities and services for people with disabilities	91% community satisfaction rating (2021)	Maintain
Early education and child care services	91% community satisfaction rating (2021)	Maintain
Community satisfaction with library services	97% community satisfaction rating (2021)	Maintain
Community perception of safety		
You feel safe during the day in Waverley's streets and public spaces	95% community agreement rating (2021)	Maintain
You feel safe during the night in Waverley's streets and public spaces	75% community feel safe (2021)	78%

● Theme 2: Place

MEASURES	BASELINE	TARGET 2032
Council greenhouse gas emissions	4,702 (t CO2-e)	Zero (t CO2-e)
Community greenhouse gas emissions	517,983 (t CO2-e) (2019-20)	120,000 (t CO2-e) Zero by 2035
Procurement of renewable energy	32% of Council's electricity was renewable	100%
Condition of remnant vegetation in the LGA	9% in good condition	20% in good condition
Hectares of bushland restored	5.9 hectares	Greater than 5.9 hectares
Canopy and shrub cover	23% (TBC after audit)	29%
Water consumption for Council operations and across local government area	52,777Kl (Council, 2019- 20) 5,981,987Kl (community)	Less than 62,000 Kl (Council); Less than 6,208,951Kl (Community)
Rating of Bondi, Bronte and Tamarama beaches by Beachwatch	Good rating for three beaches	Good rating for three beaches
Community satisfaction with venues and rental properties	44% community agreement rating (2021)	65%
Community satisfaction with Council's planning controls	67% community satisfaction rating (2021)	Maintain or increase above baseline
Community satisfaction with liveability and amenity of local neighbourhood	55% community satisfaction rating (2021)	60%
Community satisfaction with protection and conservation of heritage items and places	86% community satisfaction rating (2021)	Maintain
Community satisfaction with the quality of parks, sporting and recreational facilities and open spaces	78% community satisfaction rating (2021)	Maintain
Community satisfaction with accessibility to parks, sporting and recreational facilities and open spaces	79% community satisfaction rating (2021)	Maintain
Community satisfaction with pedestrian, bicycle and road network		
Waverley's road, pedestrian and road network meet your needs	62% community satisfaction rating (2021)	65%
Waverley is a safe area for pedestrians	65% community satisfaction rating (2021)	70%
Waverley is a safe area for bicycle riders	29% community satisfaction rating (2021)	50%
Provision of bike lanes	59% community satisfaction rating(2021)	65%

● Theme 2: Place continued

MEASURES	BASELINE	TARGET 2032
Average daily distance travelled by private car in Waverley	Average daily distance travelled in Waverley LGA was 11.0km in 2007 and 10.8km in 2016	10.4kms
There is urban vitality and a good lifestyle quality in Waverley	77% community agreement rating (2021)	80%
Community satisfaction regarding parking management	41% community satisfaction rating (2021)	60%
Asset, buildings and infrastructure ratios		
Asset Maintenance Ratio	104.59 (2021)	100%
Buildings and Infrastructure Ratio	268.81 (2021)	> or = 100%
Infrastructure Backlog Ratio	1.09% (2021)	Less than 2%
Community satisfaction with the quality of buildings and infrastructure		
Maintenance of the road network	72% community satisfaction rating (2021)	80%
Maintenance of footpaths	78% community satisfaction rating (2021)	80%
Cleansing of public toilets	84% community satisfaction rating (2021)	Maintain
Condition of Council buildings	91% community satisfaction rating (2021)	Maintain
Customer satisfaction with Council waste services		
Green waste services for your property	85% community satisfaction rating (2021)	Maintain
Kerb, gutter and street cleaning	84% community satisfaction rating (2021)	Maintain
Removal of dumped rubbish from roadside areas	80% community satisfaction rating (2021)	Maintain
Garbage collection services for your property	93% community satisfaction rating (2021)	Maintain
Recycling services for your property 93	89% community satisfaction rating (2021)	Maintain
On-call household waste collection	93% community satisfaction rating (2021)	Maintain
Recovery of residential waste	58% (2020–21)	80% recovery
Litter and Illegal dumping across Waverley	Litter count per quadrant, 16 (2009)	60% reduction (9.6)

● Theme 3: Performance

MEASURES	BASELINE	TARGET 2032
Community satisfaction with opportunities to participate in decision making	74% community satisfaction rating (2021)	80%
Overall community satisfaction with Council services	93% community satisfaction rating	Maintain or increase
Maintenance or improvement in financial benchmarks		
Operating Performance Ratio	-3.43%(2021)	0%
Own Source Operating Revenue Ratio	80.61 (2021)	>60%
Unrestricted current ratio	5.51x (2021)	1.50x
Debt Service Ratio	18.18x	2.00x
Rates and Annual Charges Outstanding Ratio	5%	4.24
Cash Expense Cover Ratio	12.40 months	> 3 months
Community satisfaction with Council decision making	80% community satisfaction rating (2021)	Maintain or increase 80% community satisfaction rating
Delivery of community strategic plan and delivery program outcomes	65% completed, 17% in progress, 12% in progress impacted by COVID-19, 5% delayed due to operational reasons and 1% delayed due to COVID-19	80%
Community awareness of benefits of smart city technology	49% of community is aware of benefits of smart city technology (2021)	75%
Maximise usage of innovation hub	0	60%
Number of active registered business	42,257	45,000
Industry sectors	Professional, Scientific and Technical services (21.1%) Financial & Insurance (13.1%) Rental, Hiring & Real Estate (12.5%) (2021)	Maintain diversity
Income from visitor economy	\$1,631m (2021)	\$3,000m

Appendix 3

Council services

Below are the list of services Council provide to our community

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Place	Asset management services	Asset management planning	Infrastructure Services
		Asset design services	Major Projects
		Capital works program planning	Infrastructure Services/Major Projects
		Road works and maintenance	Infrastructure Services/Open Space and Recreation Operations
		Footpath works and maintenance	Infrastructure Services/AOpen Space and Recreation Operations
		Kerb and gutter works and maintenance	Infrastructure Services/Open Space and Recreation Operations
		Drainage works and maintenance	Infrastructure Services/Open Space and Recreation Operations
		Building works and maintenance	Property and Facilities
		Urban open spaces, malls works and maintenance	Infrastructure Services/Open Space and Recreation Operations
		Coastal and retaining infrastructure works and maintenance	Infrastructure Services/Open Space and Recreation Operations
		Parks infrastructure works and maintenance	Infrastructure Services/Open Space and Recreation Operations
		Parking infrastructure works and maintenance	Infrastructure Services/Open Space and Recreation Operations
		Public Space/Domain Infrastructure	Infrastructure Services
		Property management	Property and Facilities
		Facilities management	Property and Facilities
		Fleet management	Waste, Cleansing and Fleet
Depot and stores	Waste, Cleansing and Fleet		

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
People	Beach services, maintenance and safety	Lifeguard services	Open Space and Recreation Operations
		Beach cleaning and maintenance	Waste, Cleansing and Fleet/Open Space and Recreation Operations
Place	Cemetery services	Waverley Cemetery services	Property and Facilities
		South Head Cemetery services	Property and Facilities
People	Children and Family services	Waverley Early Education Centre	Community Services
		Bronte Early Education Centre	Community Services
		Gardiner Early Education Centre	Community Services
		Mill Hill Early Education Centre	Community Services
		Family Day Care services	Community Services
		Family support services	Community Services
		People	Community programs and services
Waverley Affordable Housing Program	Community Services/Property and Facilities		
Waverley Community and Seniors Centre	Community Services		
Waverley Housing for Older People	Community Services		
Services for young people	Community Services		
Services for people with a disability	Community Services		
Services for indigenous people	Community Services		
Multicultural services	Community Services		
Community and sector support-ageing and disability	Community Services		

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
People	Community programs and services	Community Grants and Support	Community Services
		Community Education and Capacity Building	Community Services
		Local Connections Programs	Community Services
		Volunteering programs	Community Services
Performance	Corporate support services	Financial management	Finance
		Human resources management	Human Resources, Safety and Well-Being
		IT and telecommunications	Information Technology
		Purchasing	Procurement
		Risk and insurance management	Risk and Audit
		Organisation improvement	Organisational Strategy and Improvement
		Change Management	Organisational Strategy and Improvement
		Program Management support	Organisational Strategy and Improvement
		Administration and customer services	All departments
People	Cultural services	Cultural services planning	Arts, Culture and Events
		Arts programs	Arts, Culture and Events
		Music rooms and programs	Arts, Culture and Events
		Theatres and theatre programs	Arts, Culture and Events
		Literary programs	Arts, Culture and Events
		Cultural festivals and events	Arts, Culture and Events
		Bondi Pavilion programs	Arts, Culture and Events

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
People	Cultural services	Other cultural programs	Arts, Culture and Events
Performance		Customer and Call Centre	Customer Experience and Communications
		Complaints Management	Customer Experience and Communications
		Media and communications	Customer Experience and Communications
Place	Development, building and health services	Urban planning	Urban Planning
		Heritage conservation	Urban Planning
		Land information mapping services	Urban Planning/Information Technology
		Development assessments and approvals	Development Assessment
People		Environmental health	Compliance
		Food hygiene and regulation	Compliance
Place		Building and fire safety regulation	Compliance
People	Emergency management services	Local and state emergency management	Infrastructure Services
Place	Environmental services	Environmental sustainability planning	Environmental Sustainability
		Climate change adaptation and resilience programs	Environmental Sustainability
		Greenhouse gas community reduction programs	Environmental Sustainability
		Council energy management and reduction	Environmental Sustainability

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Place	Environmental services	Provision of stormwater and recycled water for non-potable use	Environmental Sustainability
		Water quality improvement	Environmental Sustainability
		Coastal Management Program	Environmental Sustainability
		Waste management planning	Environmental Sustainability
		Recycling, problem waste and composting programs	Environmental Sustainability
		Urban ecology and bushland management	Environmental Sustainability
		Bushcare volunteer program	Environmental Sustainability
Performance	Governance, integrated planning and community engagement	Integrated planning, reporting and consultation	Organisational Strategy and Improvement
		Corporate Governance	Governance
		Councillor support	Governance
		Council election support	Governance
		Civic and Citizenship services	Governance
		Precinct Committee facilitation services	Governance
		Records and public information services	Information Technology
		Advisory committees and forums	Community Services/Arts, Culture and Events/Urban Planning/ Governance
		Public access to information	Governance
		Risk and insurance management	Risk and Audit
		Internal audit	Risk and Audit

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
People/ Performance	Library services	Collection and lending Services	Community, Library and Recreation Venues
		Local studies	Community, Library and Recreation Venues
		Library Programs and Events	Community, Library and Recreation Venues
		Home Library Service	Community, Library and Recreation Venues
		Reference Services	Community, Library and Recreation Venues
Place	Parking services	Parking system planning and management	Compliance/Property and Facilities/ Infrastructure Services
		On-street parking services	Compliance/Infrastructure Services
		Off-street parking services	Property and Facilities
		Road and parking safety programs	Urban Planning/Infrastructure services
	Parks services and maintenance	Parks, reserves and open landscapes planning and design	Infrastructure Services
		Playground planning and design	Infrastructure Services
		Parks and Open Space Cleansing and Maintenance	Waste, Cleansing and Fleet/Open Space and Recreation Operations
Place	Place management	Place development planning and strategy	Urban Planning
		Place maintenance and upgrade	Infrastructure Services
		Place amenity and access services	Urban Planning/Infrastructure Services
		Place safety management	Infrastructure Services
		Performance	Place marketing
Place	Place regulation	Urban Planning	

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Performance	Place management	Business development and support services	Urban Planning
Place		Events management	Arts, Culture and Events
Performance	Recreation services	Visitor management services	Urban Planning
Place		Recreation planning	Infrastructure Services
		Recreation facilities maintenance	Infrastructure Services
		Sporting facilities maintenance	Infrastructure Services
		Venue Hire Management	Properties and Facilities
		Recreational Programming	Properties and Facilities
Place	Regulatory services	Pollution control programs	Environmental Sustainability
People		Animal control	Compliance
Place		Dumped rubbish and litter control	Environmental Sustainability
		Waste regulation and education	Environmental Sustainability
		Abandoned car control and removal	Compliance
People	Social and affordable housing	Housing planning	Urban Planning/Community Services
		Affordable housing program	Community Services/Property and Facilities
		Social housing program	Community Services/Property and Facilities
Place	Traffic and transport services	Transport planning	Urban Planning/Infrastructure Services
		Pedestrian mobility programs	Urban Planning
		Cyclist mobility programs	Urban Planning

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Place	Traffic and transport services	Alternative transport programs	Urban Planning
		Traffic management services	Infrastructure Services
Urban open space maintenance and accessibility		Street cleaning services	Waste, Cleansing and Fleet
		Place cleaning services	Waste, Cleansing and Fleet
		Graffiti removal services	Waste, Cleansing and Fleet
		Nature strip mowing services	Open Space and Recreation Operations
		Tree management planning	Open Space and Recreation Operations
		Tree planting services	Open Space and Recreation Operations
		Tree maintenance services	Open Space and Recreation Operations
		Street and place signage services	Infrastructure Services/Open Space and Recreation Operations
Waste services		Domestic waste services	Waste, Cleansing and Fleet/ Infrastructure Services
		Recycling services	Waste, Cleansing and Fleet/ Infrastructure Services
		Green waste services	Waste, Cleansing and Fleet/ Infrastructure Services
		Clean up services	Waste, Cleansing and Fleet/ Infrastructure Services
		Dumped rubbish removal	Waste, Cleansing and Fleet/ Infrastructure Services
		Commercial waste services	Waste, Cleansing and Fleet/ Infrastructure Services



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