



COUNCIL MEETING

ATTACHMENTS UNDER SEPARATE COVER

7.00 PM, TUESDAY 23 NOVEMBER 2021

Waverley Council
PO Box 9
Bondi Junction NSW 1355
DX 12006 Bondi Junction
Tel. 9083 8000
E-mail: info@waverley.nsw.gov.au

ATTACHMENTS UNDER SEPARATE COVER

CM/7.1/21.11 Audited Financial Statements 2020-21

1	Audited Financial Statements 2020-21	2
---	--	---

CM/7.2/21.11 Annual Report 2020-21, End of Term Report 2021 and State of the Environment Report 2021

1	Annual Report 2020-21	120
2	End of Term Report 2017-21.....	265
3	State of the Environment Report 2021	391



ANNUAL FINANCIAL STATEMENTS

For the financial year ending 30 June 2021

Incorporating: General Purpose Financial Statements,
Special Purpose Financial Statements, Special Schedules

Waverley Council

GENERAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2021

Connecting the city and the sea.

A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.



Waverley Council

General Purpose Financial Statements for the year ended 30 June 2021

Contents	Page
Understanding Council's Financial Statements	5
Statement by Councillors and Management	6
Primary Financial Statements:	
Income Statement	7
Statement of Comprehensive Income	8
Statement of Financial Position	9
Statement of Changes in Equity	10
Statement of Cash Flows	11
Notes to the Financial Statements	12
Independent Auditor's Reports:	
On the Financial Statements (Sect 417 [2])	83
On the Financial Statements (Sect 417 [3])	86

Overview

Waverley Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

55 Spring Street
Bondi Junction NSW 2022

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.waverley.nsw.gov.au.

Waverley Council

General Purpose Financial Statements for the year ended 30 June 2021

Executive Summary

The 2020/21 financial year was another challenging year as COVID-19 pandemic restrictions continued to impact on Council's operations. Council spent \$2.7M on the Pandemic Works and Services Program to protect staff and the community, with this amount being \$1.7m higher than the previous year's spend (\$0.9M). It continued the capital works program with the investment of \$56.7M (prior year \$42.4M).

The Council operated its COVID-19 Business Support Package for 13 months till 31 March 2021. The impact of COVID-19 and resulting pandemic restriction were broadly evident across Waverley's economy throughout 2020 and 2021. Delivery of the Support Package provided both financial and non-financial measures that supported the local business community and assisted in softening the sharp drop in economic activity throughout this challenging period. We had 1,301 customers benefited from the support, either via a direct request to Council or indirectly via fee waivers.

The Council has continued to successfully operate during the year despite difficult circumstances. It has achieved a net operating result for the 2020/21 financial year of \$9.1M surplus (2019/20: \$43.7M deficit) and a net operating result before Capital Grants and Contributions of \$10.1M deficit (2019/20: \$64.8M deficit).

Sustainability

In 2020 Waverley Council achieved their longstanding target to reduce their greenhouse gas emissions by 30% based on 2003/04 levels. This has been achieved through increasing the use of renewable energy and energy efficiency. In FY2020/21 over 30% of Council's electricity was purchased from a Moree Solar Farm through a Power Purchase Agreement (PPA). In addition to this, an upgrade to the HVAC system at the Library, Council's largest electricity using site resulted in an overall energy reduction of around 40%. The Council works closely with the community to make sustainability second nature. Council through the Regional Environment Program provided financial and expert assistance to Bondi Beach Public School and North Bondi SLSC for their new photovoltaic systems which will reduce community greenhouse gas emissions.

Council actively reduces our potable water use through the operation of 4 major recycled water systems and in 2020 upgraded to smart irrigation systems, achieving Council's target in 2020. Council also improves the biodiversity and habitat through ecological restoration programs at Tamarama and Bronte Gully as well as the long term management of our bushland remnants.

Financial Results

Net operating result for the year was a \$9.1M surplus versus prior year of (\$43.7M) deficit. The prior year was more dramatically affected by the fair value adjustment. Normalised operating result, adding back the fair valuation adjustment, gain or loss on disposal of assets and capital grants & contributions, showed a deficit in FY2020/21 of (\$4.5M) versus (\$10.9M) for the year prior, a \$6.4M improvement.

The COVID-19 pandemic cost the Council \$6.3M in 20/21 in lost revenue and incurred additional expense. Revenue loss predominately through the reduction in parking fees (\$3.5M), outdoor seating (\$0.5M) and increases in rent relief (\$0.1M), licence fee and trading right (\$0.2M), and commercial waste (\$0.2M), a total revenue loss of \$4.5M. The Council continued to operate the Pandemic Works & Services Program throughout the year, for supporting the Bondi Beach COVID-19 Testing Clinic Operation, Beach Ambassadors Program, additional cleaning, and PPE, and these costed Council \$2.7M. State Government reimbursed Council \$0.9M for the direct cost incurred for the COVID-19 Testing Clinic Operation. A net cost of \$1.8M from the Pandemic Works & Services Program.

The underlying result before Covid impact was a surplus of \$1.8M, a \$3.5M improvement on 2019/20. This resulted from a combination of cost reduction and revenue improvement.

	20/21	19/20
Surplus/(Deficit)	9.1	(43.7)
Add Back		
Capital Grants	(19.2)	(21.1)
Fair Value adjustment of properties	3.7	45.7
Fair Value of investments	(1.9)	0.4
Asset Disposal	3.8	7.8
Underlying Operating Surplus/(Deficit)	(4.5)	(10.9)

Waverley Council

General Purpose Financial Statements

for the year ended 30 June 2021

Covid Impact	6.3	9.2
Operating Surplus/(Deficit) Pre Covid	1.8	(1.7)

Income

Overall income has increased **by \$3.0M**, the following are the main components :

- rates and annual charges risen by \$1.7M (2.6%) the majority of which is reflective of the annual increase in rates.
- User charges increased by \$1.3M, this increase mainly resulting from the increase in cemetery income of \$0.5M from the Exec. Road/truck zone permit income increased by \$0.5M, road restoration income \$0.5M.
- Other revenue \$2.8M increase, \$2.3M parking fines through rate increases, better enforcement/new metres and less covid relief in 20/21, \$0.9M income covering costs of Covid testing centres from St Vincent's Hospital.
- Other income down by (\$1.3M) resulting from the closure of Bondi Pavilion and rent relief granted to small businesses.
- Interest income down by (\$2.0M) as the rate of return has drastically reduced.

Costs

Overall costs have been reduced by \$3.8M, the majority of which is due to lower employment costs of \$1.8M and materials & services \$2.4M, offset by an increased depreciation charge of (\$0.5M) as a result of the large capital work program.

Employment Costs

As a result of the COVID-19 pandemic, Council left a number of position vacancies open, a strategy devised to mitigate revenue losses. The majority of cultural events were cancelled in 2020/21 and Bondi Pavilion was closed for renovation. Total savings resulting from these actions were \$1.8M.

Materials and Services

Materials and Services decreased by \$2.4M, due predominately several external events were being impacted by the COVID-19 restrictions resulted in a cost saving of \$0.6M, and a strategy to remove agency resources hiring \$1.6M.

Cash, Cash Equivalents and Investments

Cash, Cash Equivalents and Investments totalled \$152.6M as at 30 June 2021, a decrease of \$20.0M from the 2021/20 balance. This is principally attributed to the capital investment to infrastructure assets and the impact of the COVID-19 pandemic.

Waverley Council

General Purpose Financial Statements for the year ended 30 June 2021

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Waverley Council

General Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 17 August 2021.



Paula Masselos
Mayor
17 August 2021



Elaine Keenan
Deputy Mayor
17 August 2021



Emily Scott
General Manager
17 August 2021



Teena Su
Acting Responsible Accounting Officer
17 August 2021

Waverley Council

Income Statement

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Restated Actual 2020
	Income from continuing operations			
64,943	Rates and annual charges	B2-1	65,151	63,403
39,511	User charges and fees	B2-2	33,786	32,450
11,307	Other revenue	B2-3	13,745	10,952
5,215	Grants and contributions provided for operating purposes	B2-4	9,664	9,750
16,673	Grants and contributions provided for capital purposes	B2-4	19,185	21,084
2,348	Interest and investment income	B2-5	3,714	3,383
5,999	Other income	B2-6	5,366	6,616
145,996	Total income from continuing operations		150,611	147,638
	Expenses from continuing operations			
68,297	Employee benefits and on-costs	B3-1	68,278	70,122
22,855	Materials and services	B3-2	41,173	43,639
78	Borrowing costs	B3-3	82	128
22,010	Depreciation, amortisation and impairment for non-financial assets	B3-4	21,441	20,979
21,402	Other expenses	B3-5	6,705	48,683
(977)	Net losses from the disposal of assets	B4-1	3,837	7,806
133,665	Total expenses from continuing operations		141,516	191,357
12,331	Operating result from continuing operations		9,095	(43,719)
12,331	Net operating result for the year attributable to Council		9,095	(43,719)
(4,342)	Net operating result for the year before grants and contributions provided for capital purposes		(10,090)	(64,803)

The above Income Statement should be read in conjunction with the accompanying notes.

Waverley Council | Statement of Comprehensive Income | For the year ended 30 June 2021

Waverley Council

Statement of Comprehensive Income for the year ended 30 June 2021

\$ '000	Notes	2021	Restated 2020
Net operating result for the year – from Income Statement		9,095	(43,719)
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-5	732	(21,908)
Total items which will not be reclassified subsequently to the operating result		732	(21,908)
Total other comprehensive income for the year		732	(21,908)
Total comprehensive income for the year attributable to Council		9,827	(65,627)

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Waverley Council | Statement of Financial Position | For the year ended 30 June 2021

Waverley Council

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	Restated 2020	Restated 1 July 2019
ASSETS				
Current assets				
Cash and cash equivalents	C1-1	28,330	36,225	14,141
Investments	C1-2	122,277	123,921	141,288
Receivables	C1-4	16,709	10,126	7,464
Other		690	60	202
Total current assets		168,006	170,332	163,095
Non-current assets				
Investments	C1-2	2,000	12,500	24,000
Receivables	C1-4	1,538	1,210	1,844
Infrastructure, property, plant and equipment	C1-5	975,286	942,045	952,496
Investment property	C1-6	110,785	113,910	158,474
Right of use assets	C2-1	777	1,206	–
Total non-current assets		1,090,386	1,070,871	1,136,814
Total assets		1,258,392	1,241,203	1,299,909
LIABILITIES				
Current liabilities				
Payables	C3-1	33,933	26,669	20,697
Income received in advance	C3-1	252	618	996
Contract liabilities	C3-2	1,977	997	2,000
Lease liabilities	C2-1	429	405	–
Borrowings	C3-3	447	435	423
Employee benefit provisions	C3-4	16,541	16,417	15,322
Total current liabilities		53,579	45,541	39,438
Non-current liabilities				
Lease liabilities	C2-1	407	852	–
Borrowings	C3-3	2,040	2,488	2,923
Employee benefit provisions	C3-4	1,342	1,125	724
Total non-current liabilities		3,789	4,465	3,647
Total liabilities		57,368	50,006	43,085
Net assets		1,201,024	1,191,197	1,256,824
EQUITY				
Accumulated surplus	C4-1	674,394	665,299	709,018
IPPE revaluation reserve	C4-1	526,630	525,898	547,806
Council equity interest		1,201,024	1,191,197	1,256,824
Total equity		1,201,024	1,191,197	1,256,824

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Waverley Council | Statement of Changes in Equity | For the year ended 30 June 2021

Waverley Council

Statement of Changes in Equity
for the year ended 30 June 2021

	Notes	as at 30/06/21			as at 30/06/20		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
\$ '000							
Opening balance at 1 July		665,299	525,898	1,191,197	711,018	531,392	1,242,410
Correction of prior period errors	G4-1	–	–	–	–	16,414	16,414
Changes due to AASB 1058 and AASB 15 adoption		–	–	–	(2,000)	–	(2,000)
Restated opening balance		665,299	525,898	1,191,197	709,018	547,806	1,256,824
Net operating result for the year		9,095	–	9,095	(43,418)	–	(43,418)
Correction of prior period errors	G4-1	–	–	–	(301)	–	(301)
Restated net operating result for the period		9,095	–	9,095	(43,719)	–	(43,719)
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-5	–	732	732	–	(21,908)	(21,908)
Other comprehensive income		–	732	732	–	(21,908)	(21,908)
Total comprehensive income		9,095	732	9,827	(43,719)	(21,908)	(65,627)
Closing balance at 30 June		674,394	526,630	1,201,024	665,299	525,898	1,191,197

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Waverley Council

Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
Cash flows from operating activities				
<i>Receipts:</i>				
46,722	Rates and annual charges		65,601	62,403
57,609	User charges and fees		33,429	32,428
2,449	Investment and interest revenue received		2,249	4,886
21,894	Grants and contributions		24,894	27,297
–	Bonds, deposits and retention amounts received		546	3,818
17,104	Other		25,700	26,062
<i>Payments:</i>				
(65,263)	Employee benefits and on-costs		(69,586)	(68,129)
(26,361)	Materials and services		(36,848)	(21,817)
(90)	Borrowing costs		(85)	(123)
–	Bonds, deposits and retention amounts refunded		(274)	(3,815)
(21,349)	Other		(10,228)	(30,231)
32,715	Net cash flows from operating activities	G1-1	35,398	32,779
Cash flows from investing activities				
<i>Receipts:</i>				
27,655	Sale of investment securities		113,750	141,200
977	Sale of infrastructure, property, plant and equipment		359	469
<i>Payments:</i>				
(698)	Purchase of investment securities		(99,752)	(112,705)
–	Purchase of investment property		(532)	(1,170)
(60,479)	Purchase of infrastructure, property, plant and equipment		(56,261)	(37,703)
(32,545)	Net cash flows from investing activities		(42,436)	(9,909)
Cash flows from financing activities				
<i>Payments:</i>				
(435)	Repayment of borrowings		(436)	(423)
–	Principal component of lease payments		(421)	(363)
(435)	Net cash flows from financing activities		(857)	(786)
(265)	Net change in cash and cash equivalents		(7,895)	22,084
15,545	Cash and cash equivalents at beginning of year		36,225	14,141
15,280	Cash and cash equivalents at end of year	C1-1	28,330	36,225
134,491	plus: Investments on hand at end of year	C1-2	124,277	136,421
149,771	Total cash, cash equivalents and investments		152,607	172,646

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Waverley Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

A About Council and these financial statements	14
A1-1 Basis of preparation	14
B Financial Performance	16
B1 Functions or activities	16
B1-1 Functions or activities – income, expenses and assets	16
B1-2 Components of functions or activities	17
B2 Sources of income	20
B2-1 Rates and annual charges	20
B2-2 User charges and fees	21
B2-3 Other revenue	21
B2-4 Grants and contributions	23
B2-5 Interest and investment income	26
B2-6 Other income	27
B3 Costs of providing services	28
B3-1 Employee benefits and on-costs	28
B3-2 Materials and services	29
B3-3 Borrowing costs	29
B3-4 Depreciation, amortisation and impairment of non-financial assets	30
B3-5 Other expenses	31
B4 Gains or losses	32
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	32
B5 Performance against budget	33
B5-1 Material budget variations	33
C Financial position	35
C1 Assets we manage	35
C1-1 Cash and cash equivalents	35
C1-2 Financial investments	36
C1-3 Restricted cash, cash equivalents and investments	38
C1-4 Receivables	39
C1-5 Infrastructure, property, plant and equipment	41
C1-6 Investment properties	44
C2 Leasing activities	45
C2-1 Council as a lessee	45
C2-2 Council as a lessor	46
C3 Liabilities of Council	48
C3-1 Payables	48
C3-2 Contract Liabilities	49
C3-3 Borrowings	50
C3-4 Employee benefit provisions	51
C4 Reserves	54
C4-1 Nature and purpose of reserves	54

Waverley Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

D Council structure	55
D1 Interests in other entities	55
D1-1 Interests in joint arrangements	55
E Risks and accounting uncertainties	56
E1-1 Risks relating to financial instruments held	56
E2-1 Fair value measurement	60
E3-1 Contingencies	66
F People and relationships	69
F1 Related party disclosures	69
F1-1 Key management personnel (KMP)	69
F1-2 Councillor and Mayoral fees and associated expenses	70
F2 Other relationships	71
F2-1 Audit fees	71
G Other matters	72
G1-1 Statement of Cash Flows information	72
G2-1 Commitments	73
G3-1 Events occurring after the reporting date	74
G4 Changes from prior year statements	75
G4-1 Correction of errors	75
G5 Statement of developer contributions as at 30 June 2021	77
G5-1 Summary of developer contributions	77
G6 Statement of performance measures	78
G6-1 Statement of performance measures – consolidated results	78
H Additional Council disclosures (unaudited)	79
H1-1 Statement of performance measures – consolidated results (graphs)	79
H1-2 Financial review	81
H1-3 Council information and contact details	82

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 17 August 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2005* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties – refer Note C1-6
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-5
- (iii) employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations

A1-1 Basis of preparation (continued)

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

The following Trust monies and properties are held by Council but not considered to be under the control of Council and therefore are excluded from these financial statements:

- Staff Charitable Funds

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

New accounting standards and interpretations issued not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2021.

Those newly adopted standards had no material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures.

Waverley Council | Notes to the Financial Statements 30 June 2021

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.										
\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2021	2020	2021	2020 Restated	2021	2020 Restated	2021	2020	2021	2020 Restated
Functions or activities										
Asset Management Services	22,977	20,038	18,978	63,918	3,999	(43,880)	13,420	10,559	289,278	298,083
Beach Services, Maintenance & Safety	295	295	8,344	7,677	(8,049)	(7,382)	10	2	241	254
Cemetery Services	1,314	856	1,382	986	(68)	(130)	–	–	52,984	53,864
Child Care Services	8,225	8,392	10,414	10,379	(2,189)	(1,987)	4,069	4,263	6,401	6,173
Community Services	536	568	2,267	2,450	(1,731)	(1,882)	491	509	158,811	156,413
Corporate Support Services	56,163	53,761	10,325	10,370	45,838	43,391	2,217	2,324	79,080	72,645
Cultural Services	66	597	3,326	4,824	(3,260)	(4,227)	10	–	–	–
Customer Services & Communication	1,568	1,396	808	–	760	1,396	–	–	–	–
Development, Building & Health Services	11,873	15,983	19,842	23,278	(7,969)	(7,295)	6,950	10,538	24,475	21,625
Emergency Management Services	86	46	254	253	(168)	(207)	103	65	899	942
Environmental Services	803	805	2,910	3,024	(2,107)	(2,219)	802	805	272	400
Governance, Integrated Planning & Community Engagement	14	4	1,870	2,403	(1,856)	(2,399)	–	–	–	–
Library Services	299	272	5,023	5,380	(4,724)	(5,108)	245	237	37,944	38,798
Parking Services	22,606	19,965	11,621	11,916	10,985	8,049	321	320	14,630	12,197
Parks Services & Maintenance	121	97	9,919	10,216	(9,798)	(10,119)	6	11	155,169	152,939
Place Management	4	693	117	874	(113)	(181)	–	69	10	19
Recreation Services	15	1,007	365	265	(350)	742	–	1,003	278	247
Regulatory Services	318	166	2,111	2,107	(1,793)	(1,941)	8	–	54	82
Social & Affordable Housing	829	999	1,916	2,123	(1,087)	(1,124)	–	–	47,024	47,891
Traffic & Transport Services	194	145	138	65	56	80	194	129	46,288	46,072
Urban Open Space Maintenance & Accessibility	613	420	7,476	7,314	(6,863)	(6,894)	–	–	325,091	316,003
Waste Services	21,692	21,133	22,110	21,535	(418)	(402)	3	–	19,463	16,556
Total functions and activities	150,611	147,638	141,516	191,357	9,095	(43,719)	28,849	30,834	1,258,392	1,241,203

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Asset Management Services

This service includes planning for renewal of assets, financial management and project delivery of works on vital infrastructure. The Service contributes to every aspect of Council's operations, to our ability to deliver our services cost effectively and to the community's social, environmental and economic well being.

Beach Services, Maintenance & Safety

This service includes beach safety, beach maintenance and cleaning and also supports voluntary surf lifesaving clubs.

Cemetery Services

This service currently includes interment of ashes and remains at two sites, Waverley and South Head. Waverley Cemetery is a fully operational Cemetery with sales in excess of \$1million per annum.

Child Care Services

Providing quality, affordable long day care and family day care for children aged 0-5 as well as parenting programs and counselling for families.

Community Services

Council provides a range of community services within Waverley in addition to supporting a broad range of community organisations. Our services and support for other groups and agencies ensure that the community has access to relevant, accessible and affordable facilities, spaces, programs and activities.

Corporate Support Services

This service includes a range of professional support services for financial planning and management, workforce planning, organisational development and performance management, business systems improvement, risk management and insurance, procurement, telecommunications and IT and special projects to support the Executive in customer service and organisational review.

Cultural Services

Council provides and supports a range of activities that celebrate and strengthen an appreciation of our cultural heritage and diversity.

Customer Services & Communication

This area is responsible for ensuring that customer service is provided in a professional, friendly and timely way, and that our community is informed about Council's plans, initiatives, services and activities.

Development, Building & Health Services

This service involves preparing new Local Environmental Plans, Development Control Plans and Planning Strategies relating to future land use planning and heritage conservation.

It also assesses and determines development applications in accordance with the EP&A Act and provides Council with a digital mapping service.

Emergency Management Services

Waverley and Woollahra have a joint relationship in funding and supporting the local SES unit and it is a requirement under the NSW State Emergency Act.

Environmental Services

This is a growing service area covering all aspects of the aquatic, biological and air environments. Its subservices are specifically geared to meet the requirements of our Environmental Action Plan (EAP). EAP is a key element of Waverley's resourcing strategy for Waverley Community Strategic Plan.

B1-2 Components of functions or activities (continued)

Governance, Integrated Planning & Community Engagement

This service is designed to ensure we can engage with our community in an open and responsive way, discussing and making decisions with them about their future on the basis of sound and balanced judgement and policies. It also ensures that we can be properly held to account for planning decisions and for the efficiency and effectiveness of the services we deliver.

Library Services

The Library offers information, recreation and entertainment as well as opportunities for people to train, learn or simply interact with neighbours and friends. The Library is a major education and community capacity building resource.

Parking Services

This service provides substantial community safety and amenity by ensuring that our very limited supply of public parking opportunities (limited relative to demand) is shared fairly by all. This service is more effectively delivered if its implemented in close conjunction with Environmental Services and Traffic and Transport Services.

Parks Services & Maintenance

This service maintains and cares for Council's 99 parks. The park and reserves are divided into a number of categories including regional parks, coastal reserves, small parks, pocket parks, linkages and remnant vegetation.

Place Management

Bondi Beach and Bondi Junction are important places for Waverley residents and for the wider Sydney community. They contain a world famous beach and one of Sydney's most vibrant retail precincts and play a significant role in delivering recreational and commercial experiences to the region. A Place Management approach has been adopted to allow Council to give special focus to these areas, as well as ensuring that our smaller retail villages continue thrive.

An ongoing challenge for the Place Managers is to find the right balance between the needs of visitors, residents and the business sector.

Recreation Services

This includes all aspects of sport and active leisure, from broad LGA-wide planning, through to the detailed design and construction of specific facilities. A newly emerging area is sports facilities management, programming and maintenance.

Regulatory Services

In the summer season there is an increased demand for this service due to the large influx of visitors. Core areas of focus are:

- Monitoring building sites to ensure adequate pollution control is in place
- Ensuring companion animals are effectively and responsibly managed and cared for in accordance with the Companion Animals Act and Regulation
- Providing education material and information to the public investigating reports of abandoned vehicles and removing them in accordance with Impounding Act
- The quantitative volume of noise, time, place and the frequency of the noise

Social & Affordable Housing

This service includes creating and managing secure housing for local people on very low incomes in addition to providing medium term accommodation at subsidised rents to those on low-to-middle income levels.

Traffic & Transport Services

This service helps ensure that traffic flows as smoothly, efficiently and safely in Waverley as is possible, given the very small amount of road space we have to share, relative to the very high demand of the residents and visitors who use it.

The service also functions to help provide as many alternatives as possible to private car use including planning and design of pedestrian and cycling routes, and negotiation with the community and other levels of government for improved traffic and parking distribution systems such as residential preferred parking schemes.

Urban Open Space Maintenance & Accessibility

This service maintains the roads, footpaths, drains, trees and grass along the 123.46 km of local and regional roads within Waverley Council.

B1-2 Components of functions or activities (continued)

Waste Services

This service provides waste and recycling collection services to 29,491 residential properties as well as a commercial collection to businesses within Waverley Council.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2021	2020
Ordinary rates		
Residential	34,118	33,142
Business	12,311	12,087
Less: pensioner rebates (mandatory)	(282)	(285)
Less: pensioner rebates (Council policy)	(89)	(91)
Rates levied to ratepayers	46,058	44,853
Pensioner rate subsidies received	154	160
Total ordinary rates	46,212	45,013
Annual charges		
(pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	18,434	17,884
Stormwater Management Services	529	525
Section 611 charges	52	55
Less: pensioner rebates (mandatory)	(167)	(168)
Annual charges levied	18,848	18,296
Pensioner subsidies received:		
– Domestic waste management	91	94
Total annual charges	18,939	18,390
Total rates and annual charges	65,151	63,403

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing	2021	2020
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Waste management services (non-domestic)	2	3,028	3,076
Total specific user charges		3,028	3,076
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Planning and building regulation	2	3,029	2,494
Section 10.7 certificates (EP&A Act)	2	250	198
Section 603 certificates	2	162	124
Hoarding/crane permits	1	1,756	2,370
Total fees and charges – statutory/regulatory		5,197	5,186
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Cemeteries	2	1,298	833
Child care	2	4,144	4,101
Leaseback fees – Council vehicles	2	184	146
Park rents	1	389	294
Restoration charges	2	800	500
Room/facility hires	1	392	655
Admission and service fees	1	81	297
Bus shelter fees	1	1,439	1,432
Car parking fees	2	4,491	4,323
Car parking meter income	2	8,388	8,108
Road opening permits	2	504	317
Temporary truck zone permit	1	1,913	1,640
Other	2	1,538	1,542
Total fees and charges – other		25,561	24,188
Total user charges and fees		33,786	32,450
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		6,021	6,688
User charges and fees recognised at a point in time (2)		27,765	25,762
Total user charges and fees		33,786	32,450

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenue

\$ '000	Timing	2021	2020
Ex gratia rates	2	23	24
Fines	2	226	205
Fines – parking	2	10,777	8,468
Legal fees recovery – rates and charges (extra charges)	2	5	4

continued on next page ...

Page 21 of 91

B2-3 Other revenue (continued)

\$ '000	Timing	2021	2020
Legal fees recovery – other	2	637	612
Insurance claims recoveries	2	26	288
Recycling income (non-domestic)	2	91	103
Sale of abandoned vehicles	2	31	16
Sales – general	2	1	88
Other	2	1,928	1,144
Total other revenue		13,745	10,952

Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	–	–
Other revenue recognised at a point in time (2)	13,745	10,952
Total other revenue	13,745	10,952

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	722	752	–	–
Financial assistance – local roads component	2	222	251	–	–
Payment in advance - future year allocation					
Financial assistance – general component	2	782	826	–	–
Financial assistance – local roads component	2	229	237	–	–
Amount recognised as income during current year		1,955	2,066	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Previously specific grants:					
Pensioners' rates subsidies:					
Child care	2	4,015	4,255	–	–
Community care	2	214	383	–	–
Employment and training programs	2	246	42	–	–
Environmental programs	2	571	378	–	–
Library	2	56	56	–	–
Library – per capita	2	189	182	–	–
Recreation and culture - stronger community grant	1	–	–	946	1,003
Street lighting	2	193	193	–	–
Transport (roads to recovery)	2	278	278	–	–
Transport (other roads and bridges funding)	1	67	113	10,555	9,651
Other specific grants	2	112	22	–	–
Previously contributions:					
Community services	2	625	624	–	–
Other councils – joint works/services	2	783	824	–	–
Recreation and culture	2	6	75	–	–
Roads and bridges	2	354	259	366	–
Other contributions	2	–	–	550	–
Total special purpose grants and non-developer contributions – cash		7,709	7,684	12,417	10,654
Total special purpose grants and non-developer contributions (tied)		7,709	7,684	12,417	10,654
Total grants and non-developer contributions		9,664	9,750	12,417	10,654
Comprising:					
– Commonwealth funding		2,439	6,231	491	500
– State funding		1,441	1,650	11,010	10,154
– Other funding		5,784	1,869	916	–
		9,664	9,750	12,417	10,654

continued on next page ...

Page 23 of 91

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 7.4 – contributions using planning agreements		2	–	–	3,019	7,751
S 7.12 – fixed development consent levies		2	–	–	3,749	2,679
Total developer contributions – cash			–	–	6,768	10,430
Total developer contributions			–	–	6,768	10,430
Total contributions			–	–	6,768	10,430
Total grants and contributions			9,664	9,750	19,185	21,084
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			–	–	11,501	–
Grants and contributions recognised at a point in time (2)			9,664	9,750	7,684	21,084
Total grants and contributions			9,664	9,750	19,185	21,084

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Unspent grants and contributions				
Unspent funds at 1 July	477	1,816	–	2,000
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	358	252	–	–
Add: Funds received and not recognised as revenue in the current year	–	–	2,676	–
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(334)	(1,591)	–	(997)
Less: Funds received in prior year but revenue recognised and funds spent in current year				
Less: Funds received in prior year but revenue recognised and funds spent in current year	–	–	(946)	(1,003)
Unspent funds at 30 June	501	477	1,730	–
Contributions				
Unspent funds at 1 July	–	–	22,373	18,995
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	6,768	10,503
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	(4,562)	(7,125)
Unspent contributions at 30 June	–	–	24,579	22,373

Accounting policy

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligation is satisfied.

Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received

B2-4 Grants and contributions (continued)

Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

B2-5 Interest and investment income

\$ '000	2021	2020
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	80	133
– Cash and investments	1,780	3,622
Fair value adjustments		
– Movements in investments at fair value through profit and loss	1,854	(372)
Total interest and investment income (losses)	3,714	3,383
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	80	133
General Council cash and investments	3,412	3,013

B2-5 Interest and investment income (continued)

\$ '000	2021	2020
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	–	75
Domestic waste management operations	206	139
Restricted investments/funds – internal:		
Internally restricted assets	16	23
Total interest and investment income	3,714	3,383

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

Dividends are recognised as income in profit or loss when the shareholder's right to receive payment is established unless the dividend clearly represents a recovery of part of the cost of the investment.

B2-6 Other income

\$ '000	Notes	2021	2020
Rental income			
Investment properties			
Lease income		2,831	2,631
Total Investment properties		2,831	2,631
Other lease income			
Other		2,535	3,985
Total Other lease income		2,535	3,985
Total rental income	C2-2	5,366	6,616
Total other income		5,366	6,616

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2021	2020
Salaries and wages	55,640	56,532
Employee leave entitlements (ELE)	5,587	5,152
Superannuation	5,843	5,856
Workers' compensation insurance	3,100	3,326
Fringe benefit tax (FBT)	137	185
Other	230	157
Total employee costs	70,537	71,208
Less: capitalised costs	(2,259)	(1,086)
Total employee costs expensed	68,278	70,122
Number of 'full-time equivalent' employees (FTE) at year end	632	612

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2021	2020
Raw materials and consumables		5,754	6,509
Contractor and consultancy costs		7,727	8,049
Contractor and consultancy costs (temporary staff)		796	2,404
Audit Fees	F2-1	87	83
Infringement notice contract costs (SEINS)		1,434	1,192
Previously other expenses:			
Councillor and Mayoral fees and associated expenses	F1-2	379	391
Advertising		309	437
Bank charges		687	770
Cleaning		2,073	1,749
Computer software charges		1,616	1,473
Electricity and heating		501	603
Insurance		1,452	1,282
Office expenses (including computer expenses)		273	253
Postage		188	172
Printing and stationery		512	523
Street lighting		793	827
Subscriptions and publications		366	384
Telephone and communications		152	141
Valuation fees		97	108
Travel expenses		201	209
Abandonment of fines by office of state debt recovery		1,007	1,048
Car park levy		134	138
Family day care subsidy		1,029	894
Land tax – crown land		620	638
Waste disposal charges		7,299	7,332
Water rates and charges		222	287
Strata Levy		313	332
Training costs (other than salaries and wages)		394	339
Other expenses		807	814
Legal expenses:			
– Legal expenses: planning and development		912	1,191
– Legal expenses: other		1,455	1,520
Variable lease expense relating to usage		1,143	1,033
Operating leases expense:			
Other (fuel and gas)		441	514
Total materials and services		41,173	43,639

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	2021	2020
(i) Interest bearing liability costs		
Interest on leases	7	34
Interest on loans	75	94
Total interest bearing liability costs	82	128
Total interest bearing liability costs expensed	82	128
Total borrowing costs expensed	82	128

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2021	2020 Restated
Depreciation and amortisation			
Plant and equipment		1,919	2,098
Office equipment		275	351
Infrastructure:	C1-5		
– Buildings – non-specialised		3,024	3,015
– Buildings – specialised		3,906	3,882
– Other structures		514	782
– Roads		5,702	4,827
– Footpaths		1,672	1,470
– Stormwater drainage		904	1,186
– Other open space/recreational assets		2,744	2,600
Right of use assets	C2-1	429	414
Other assets:			
– Library books		225	227
– Other		127	127
Total depreciation and amortisation costs		21,441	20,979
Total depreciation, amortisation and impairment for non-financial assets		21,441	20,979

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-5 for IPPE assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2021	2020
Fair value decrement on investment properties			
Fair value decrement on investment properties		3,657	45,734
Total fair value decrement on investment properties	C1-6	3,657	45,734
Other			
Contributions/levies to other levels of government		12	24
– Department of planning levy		446	330
– Emergency services levy (includes FRNSW, SES, and RFS levies)		143	114
– NSW fire brigade levy		1,762	1,611
Donations, contributions and assistance to other organisations (Section 356)		685	870
Total other expenses		6,705	48,683

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2021	2020
Gain (or loss) on disposal of plant and equipment	C1-5		
Proceeds from disposal – plant and equipment		359	469
Less: carrying amount of plant and equipment assets sold/written off		(185)	(282)
Gain (or loss) on disposal		174	187
Gain (or loss) on disposal of infrastructure	C1-5		
Less: carrying amount of infrastructure assets sold/written off		(4,011)	(7,993)
Gain (or loss) on disposal		(4,011)	(7,993)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal/redemptions/maturities – investments		113,750	141,200
Less: carrying amount of investments sold/redeemed/matured		(113,750)	(141,200)
Gain (or loss) on disposal		–	–
Net gain (or loss) on disposal of assets		(3,837)	(7,806)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 30/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
REVENUES				
Rates and annual charges	64,943	65,151	208	0% F
User charges and fees	39,511	33,786	(5,725)	(14)% U
The lower User charges and fees mainly due to Child Care Benefits being allocated to Operating grants and contributions and Outdoor eating income was allocated to Other revenue.				
Other revenues	11,307	13,745	2,438	22% F
Higher Other revenues is driven by revenue for on-charging traffic control costs in relation to Bondi Beach Covid testing clinic to St Vincent which is not in the budget and parking fines received higher than expected.				
Operating grants and contributions	5,215	9,664	4,449	85% F
Higher Operating grants and contributions is due to Child Care Benefits being included in this category.				
Capital grants and contributions	16,673	19,185	2,512	15% F
Capital grant and contribution received higher than anticipated.				
Interest and investment revenue	2,348	3,714	1,366	58% F
Higher interest and investment revenue is driven by fair value movements on financial investments of \$1.85m.				
Other income	5,999	5,366	(633)	(11)% U
Lower other income was due to Covid relief fees waived on rent.				
EXPENSES				
Employee benefits and on-costs	68,297	68,278	19	0% F
Materials and services	22,855	41,173	(18,318)	(80)% U
Unfavourable variance in Materials and services is due to a large number of expenses being re-classified from Other expenses in FY20/21. Refer to note B3-2 for details.				
Depreciation, amortisation and impairment of non-financial assets	22,010	21,441	569	3% F
Other expenses	21,402	6,705	14,697	69% F
Favourable variance in Other expenses is due to a large number of expenses being re-classified to Materials and services. Refer to note B3-2 for details.				
Net losses from disposal of assets	(977)	3,837	(4,814)	493% U
Net losses from disposal of assets are largely from write off other infrastructure assets (other structure & other open space/recreational assets) and roads as a result from renewal/upgrade works.				

continued on next page ...

Page 33 of 91

B5-1 Material budget variations (continued)

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
STATEMENT OF CASH FLOWS				
Cash flows from operating activities	32,715	35,398	2,683	8% F
It is due to higher operating grants and contributions received during the year than budget.				
Cash flows from investing activities	(32,545)	(42,436)	(9,891)	30% U
The actual cash outflows from investing activities is lower than the original budget largely due to Sale of investment securities.				
Cash flows from financing activities	(435)	(857)	(422)	97% U
It is due to principal component of lease payments not in the budget.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2021	2020
Cash and cash equivalents		
Cash on hand and at bank	1,004	5,900
Cash-equivalent assets		
– Deposits at call	11,360	16,157
– Managed funds	15,966	14,168
Total cash and cash equivalents	28,330	36,225

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	28,330	36,225
Balance as per the Statement of Cash Flows	28,330	36,225

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Financial assets at fair value through the profit and loss				
NCD's, FRN's	30,777	–	33,421	–
Total	30,777	–	33,421	–
Debt securities at amortised cost				
Long term deposits	91,500	2,000	90,500	12,500
Total	91,500	2,000	90,500	12,500
Total financial investments	122,277	2,000	123,921	12,500
Total cash assets, cash equivalents and investments	150,607	2,000	160,146	12,500

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Fair value through other comprehensive income – equity instruments

Council has a number of strategic investments in entities over which they do not have significant influence nor control. Council has made an irrevocable election to classify these equity investments at fair value through other comprehensive income as they are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss.

Other net gains and losses excluding dividends are recognised in the Other Comprehensive Income Statement.

C1-2 Financial investments (continued)

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in FRNs and NCDs in the Statement of Financial Position.

C1-3 Restricted cash, cash equivalents and investments

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total cash, cash equivalents and investments	150,607	2,000	160,146	12,500
attributable to:				
External restrictions	36,622	2,000	18,743	12,500
Internal restrictions	103,778	–	128,765	–
Unrestricted	10,207	–	12,638	–
	150,607	2,000	160,146	12,500

\$ '000	2021	2020
---------	------	------

Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended grants – general fund	1,730	–
External restrictions – included in liabilities	1,730	–

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	24,579	22,373
Specific purpose unexpended grants (recognised as revenue) – general fund	501	477
Stormwater management	492	–
Domestic waste management	11,320	8,393
External restrictions – other	36,892	31,243
Total external restrictions	38,622	31,243

Internal restrictions

Council has internally restricted cash, cash equivalents and investments as follows:

Plant and vehicle replacement	4,955	4,148
SAMP Infrastructure	12,863	11,645
Employees leave entitlement	5,636	5,040
Carry over works	7,965	9,422
Deposits, retentions and bonds	16,290	13,162
Affordable housing	1,910	1,886
Cemeteries	583	872
Election	450	307
Centralised reserve	6,865	7,714
IT Information	1,998	2,613
Property Investment strategy	33,292	61,389
Looking good	–	53
Parking meters	1,923	2,571
Car Park Parking	2,296	1,540
Social housing	551	534
Unexpended loans	51	51
Other	6,150	5,818
Total internal restrictions	103,778	128,765
Total restrictions	142,400	160,008

Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

C1-4 Receivables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Purpose				
Rates and annual charges	1,904	675	2,300	670
Interest and extra charges	91	237	145	193
User charges and fees	1,877	–	1,763	–
Accrued revenues				
– Interest on investments	290	–	669	–
– Other income accruals	234	–	258	–
Government grants and subsidies	8,141	–	3,453	–
Net GST receivable	1,740	–	786	–
Parking fines	2,489	2,009	933	1,730
Total	16,766	2,921	10,307	2,593
Less: provision of impairment				
User charges and fees	(57)	–	(181)	–
Parking fines	–	(1,383)	–	(1,383)
Total provision for impairment – receivables	(57)	(1,383)	(181)	(1,383)
Total net receivables	16,709	1,538	10,126	1,210
Externally restricted receivables				
Domestic waste management	1,099	355	1,193	281
Total external restrictions	1,099	355	1,193	281
Unrestricted receivables	15,610	1,183	8,933	929
Total net receivables	16,709	1,538	10,126	1,210

\$ '000	2021	2020
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	1,564	1,472
– amounts already provided for and written off this year	(52)	(17)
– Provision recognised/(reduced) during the year	(72)	109
Balance at the end of the year	1,440	1,564

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or

C1-4 Receivables (continued)

- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over one years past due, whichever occurs first.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

Accounting policy under AASB 139

For loans and receivables, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

Collectability of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectable are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. When a receivable for which an impairment allowance had been recognised becomes uncollectable in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the Income Statement.

Rates and annual charges outstanding are secured against the property.

C1-5 Infrastructure, property, plant and equipment

By aggregated asset class	Restated 1 July 2020			Asset movements during the reporting period							At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	21,976	–	21,976	39,446	–	(1,087)	–	(15,217)	–	–	45,118	–	45,118
Plant and equipment	21,535	(12,045)	9,490	–	819	(185)	(1,919)	–	–	–	21,774	(13,569)	8,205
Office equipment	11,014	(9,928)	1,086	8	61	–	(275)	–	–	–	11,083	(10,203)	880
Land:													
– Crown land	156,201	–	156,201	–	–	–	–	–	–	–	156,201	–	156,201
– Operational land	78,811	–	78,811	–	–	–	–	–	–	–	78,811	–	78,811
– Community land	101,142	–	101,142	–	–	–	–	–	–	–	101,142	–	101,142
Infrastructure:													
– Buildings – non-specialised	125,520	(46,962)	78,558	501	–	–	(3,024)	–	–	–	126,022	(49,987)	76,035
– Buildings – specialised	125,243	(70,926)	54,317	971	1,085	–	(3,906)	2,516	–	–	129,815	(74,832)	54,983
– Other structures	29,717	(11,902)	17,815	524	676	(527)	(514)	910	(318)	(295)	28,631	(10,360)	18,271
– Roads	430,657	(208,480)	222,177	5,807	697	(1,568)	(5,702)	7,029	–	–	441,091	(212,651)	228,440
– Footpaths	59,358	(25,681)	33,677	476	401	(182)	(1,672)	3,731	–	–	63,506	(27,075)	36,431
– Stormwater drainage	126,110	(51,102)	75,008	286	1,079	(92)	(904)	84	–	–	127,411	(51,950)	75,461
– Other open space/recreational assets	147,384	(60,625)	86,759	1,627	3,051	(555)	(2,744)	947	318	1,027	165,120	(74,690)	90,430
Other assets:													
– Library books	3,983	(2,793)	1,190	–	202	–	(225)	–	–	–	4,185	(3,018)	1,167
– Other	6,196	(2,358)	3,838	–	–	–	(127)	–	–	–	6,197	(2,486)	3,711
Total infrastructure, property, plant and equipment	1,444,847	(502,802)	942,045	49,646	8,071	(4,196)	(21,012)	–	–	732	1,506,107	(530,821)	975,286

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

Page 41 of 91

Waverley Council | Notes to the Financial Statements 30 June 2021

C1-5 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	Restated 1 July 2019			Asset movements during the reporting period							Restated 30 June 2020		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000													
Capital work in progress	9,538	–	9,538	17,764	–	(1,401)	–	(3,925)	–	–	21,976	–	21,976
Plant and equipment	21,917	(11,039)	10,878	–	992	(282)	(2,098)	–	–	–	21,535	(12,045)	9,490
Office equipment	10,878	(9,576)	1,302	–	135	–	(351)	–	–	–	11,014	(9,928)	1,086
Land:													
– Operational land	78,811	–	78,811	–	–	–	–	–	–	–	78,811	–	78,811
– Community land	95,029	–	95,029	–	–	–	–	–	–	6,113	101,142	–	101,142
– Crown land	180,398	–	180,398	–	–	–	–	–	–	(24,197)	156,201	–	156,201
Infrastructure:													
– Buildings – non-specialised	124,558	(44,092)	80,466	908	–	(162)	(3,015)	361	–	–	125,520	(46,962)	78,558
– Buildings – specialised	124,062	(67,331)	56,731	312	320	(144)	(3,882)	980	–	–	125,243	(70,926)	54,317
– Other structures	27,335	(11,121)	16,214	741	1,371	(1)	(782)	272	–	–	29,717	(11,902)	17,815
– Roads	351,119	(145,422)	205,697	3,114	4,808	(4,074)	(4,827)	341	(856)	17,974	430,657	(208,480)	222,177
– Footpaths	51,894	(15,430)	36,464	1,667	1,940	(724)	(1,470)	456	–	(4,656)	59,358	(25,681)	33,677
– Stormwater drainage	138,517	(47,535)	90,982	1,264	485	(581)	(1,186)	1,186	–	(17,142)	126,110	(51,102)	75,008
– Other open space/recreational assets	144,420	(58,713)	85,707	1,804	2,440	(869)	(2,600)	277	–	–	147,384	(60,625)	86,759
Other assets:													
– Library books	3,781	(2,566)	1,215	–	202	–	(227)	–	–	–	3,983	(2,793)	1,190
– Other	4,368	(1,304)	3,064	82	–	(37)	(127)	–	856	–	6,196	(2,358)	3,838
Total infrastructure, property, plant and equipment	1,366,625	(414,129)	952,496	27,656	12,693	(8,275)	(20,565)	(52)	–	(21,908)	1,444,847	(502,802)	942,045

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

Page 42 of 91

C1-5 Infrastructure, property, plant and equipment (continued)

Accounting policy

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred. When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the Council will obtain ownership at the end of the lease term. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 100
Other plant and equipment	5 to 15	Buildings: other	20 to 40
Other Assets		Stormwater assets	
Library Books	5 to 10	Drains	80 to 100
Other	5 to 100	Culverts	50 to 80
		Flood control structures	80 to 100
Transportation assets		Other infrastructure assets	
Sealed roads: surface	20	Bulk earthworks	20
Sealed roads: structure	50	Swimming pools	100
Unsealed roads	20	Unsealed roads	20
Bridge: concrete	100	Other open space/recreational assets	20
Bridge: other	50	Other infrastructure	20
Road pavements	60	Seawall	120
Kerb, gutter and footpaths	40		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Externally restricted infrastructure, property, plant and equipment

	as at 30/06/21			as at 30/06/20		
	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount	Gross carrying amount Restated	Accumulated depn. and impairment	Net carrying amount Restated
\$ '000						
Domestic waste management						
Plant and equipment	14,688	7,985	6,703	13,399	6,710	6,689
Total domestic waste management	14,688	7,985	6,703	13,399	6,710	6,689
Total restricted infrastructure, property, plant and equipment	14,688	7,985	6,703	13,399	6,710	6,689

C1-6 Investment properties

\$ '000	2021	2020
Owned investment property		
Investment property on hand at fair value	110,785	113,910
Total owned investment property	110,785	113,910

Owned investment property

At fair value

Opening balance at 1 July	113,910	158,474
Capitalised subsequent expenditure	532	1,118
Net gain/(loss) from fair value adjustments	(3,657)	(45,734)
– Transfers from/(to) owner occupied (Note C1-5)	–	52
Closing balance at 30 June	110,785	113,910

Accounting policy

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as part of other income.

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including land and buildings for staff office and sub-depots. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

These leases have between 1 and 5 years.

(a) Right of use assets

\$ '000	Property, Plant & Equipment	Total
2021		
Opening balance at 1 July	1,206	1,206
Depreciation charge	(429)	(429)
Balance at 30 June	777	777
2020		
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	1,620	1,620
Depreciation charge	(414)	(414)
Balance at 30 June	1,206	1,206

(b) Lease liabilities

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Lease liabilities	429	407	405	852
Total lease liabilities	429	407	405	852

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2021					
Cash flows	429	849	–	1,278	836
2020					
Cash flows	363	1,341	–	1,704	1,257

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2021	2020
Interest on lease liabilities	7	34
Variable lease payments based on usage not included in the measurement of lease liabilities	1,143	1,033
Depreciation of right of use assets	429	414

continued on next page ...

Page 45 of 91

C2-1 Council as a lessee (continued)

	1,579	1,481
\$ '000	2021	2020
(e) Statement of Cash Flows		
Total cash outflow for leases	(421)	(363)
	(421)	(363)

(f) Leases at significantly below market value – concessionary / peppercorn leases

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties; these leases have been classified as operating leases for financial reporting purposes.

\$ '000	2021	2020
(i) Assets held as investment property		
The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below		
Lease income (excluding variable lease payments not dependent on an index or rate)	2,831	2,631

continued on next page ...

Page 46 of 91

C2-2 Council as a lessor (continued)

\$ '000	2021	2020
Total income relating to operating leases for investment property assets	2,831	2,631
Operating lease expenses		
Direct operating expenses that generated rental income	(2,283)	(2,292)
Direct operating expenses that did not generate rental income	(460)	(509)
Total expenses relating to operating leases	(2,743)	(2,801)

(ii) Assets held as property, plant and equipment

Lease income (excluding variable lease payments not dependent on an index or rate)	2,535	3,985
Total income relating to operating leases for Council assets	2,535	3,985

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	3,586	3,645
1–2 years	1,884	3,409
2–3 years	746	1,728
3–4 years	676	709
4–5 years	592	540
> 5 years	5,433	5,821
Total undiscounted lease payments to be received	12,917	15,852

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Payables				
Goods and services – operating expenditure	8,544	–	4,219	–
Goods and services – capital expenditure	6,737	–	5,281	–
Accrued expenses:				
– Borrowings	16	–	19	–
– Salaries and wages	–	–	1,649	–
– Other expenditure accruals	1,600	–	1,680	–
Security bonds, deposits and retentions	1,589	–	1,317	–
Builders deposits	14,701	–	11,846	–
Other	188	–	159	–
Prepaid rates	558	–	499	–
Total payables	33,933	–	26,669	–
Income received in advance				
Payments received in advance	252	–	618	–
Total income received in advance	252	–	618	–
Total payables	34,185	–	27,287	–

Payables relating to restricted assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Externally restricted assets				
Domestic waste management	829	–	51	–
Payables relating to externally restricted assets	829	–	51	–
Total payables relating to restricted assets	829	–	51	–
Total payables relating to unrestricted assets	33,356	–	27,236	–
Total payables	34,185	–	27,287	–

C3-1 Payables (continued)

Current payables not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	14,701	11,846
Total payables	14,701	11,846

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	1,653	–	997	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	77	–	–	–
Total grants received in advance		1,730	–	997	–
Upfront fees	(iii)	247	–	–	–
Total user fees and charges received in advance		247	–	–	–
Total contract liabilities		1,977	–	997	–

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) Operating grants received in advance. The revenue is expected to be recognised in the next 12 months.

(iii) These are mainly from upfront income for roads restorations, car parks, library and bus shelter.

Contract liabilities relating to restricted assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Externally restricted assets				
Unspent grants held as contract liabilities (excl. Water & Sewer)	1,730	–	–	–
Contract liabilities relating to externally restricted assets	1,730	–	–	–

continued on next page ...

Page 49 of 91

C3-2 Contract Liabilities (continued)

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total contract liabilities relating to restricted assets	1,730	–	–	–
Total contract liabilities relating to unrestricted assets	247	–	997	–
Total contract liabilities	1,977	–	997	–

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2021	2020
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	946	1,003
Total revenue recognised that was included in the contract liability balance at the beginning of the period	946	1,003

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Loans – secured ¹	447	2,040	435	2,488
Total borrowings	447	2,040	435	2,488

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

Borrowings relating to restricted assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total borrowings relating to unrestricted assets	447	2,040	435	2,488
Total borrowings	447	2,040	435	2,488

Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

(a) Changes in liabilities arising from financing activities

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	2,923	(436)	–	–	–	–	2,487
Lease liability (Note C2-1b)	1,257	(421)	–	–	–	–	836

continued on next page ...

Page 50 of 91

C3-3 Borrowings (continued)

Total liabilities from financing activities	4,180	(857)	–	–	–	–	3,323
--	-------	-------	---	---	---	---	--------------

	2019	Non-cash movements					2020
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	3,346	(423)	–	–	–	–	2,923
Lease liability (Note C2-1b)	1,620	(363)	–	–	–	–	1,257
Total liabilities from financing activities	4,966	(786)	–	–	–	–	4,180

(b) Financing arrangements

\$ '000	2021	2020
Total facilities		
Bank overdraft facilities ¹	250	250
Credit cards/purchase cards	30	30
Total financing arrangements	280	280
Undrawn facilities		
– Bank overdraft facilities	250	250
– Credit cards/purchase cards	30	30
Total undrawn financing arrangements	280	280

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

	2021 Current	2021 Non-current	2020 Current	2020 Non-current
\$ '000				
Annual leave	6,652	–	6,223	–
Sick leave	1,532	–	1,677	–
Long service leave	7,825	1,342	7,929	1,125
Gratuities	387	–	401	–
Time off in lieu	145	–	187	–
Total employee benefit provisions	16,541	1,342	16,417	1,125

Employee benefit provisions relating to restricted assets

Externally restricted assets

continued on next page ...

Page 51 of 91

C3-4 Employee benefit provisions (continued)

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Domestic Waste Management	1,357	282	1,535	312
Employee benefit provisions relating to externally restricted assets	1,357	282	1,535	312
Total employee benefit provisions relating to restricted assets	1,357	282	1,535	312
Total employee benefit provisions relating to unrestricted assets	15,184	1,060	14,882	813
Total employee benefit provisions	16,541	1,342	16,417	1,125

continued on next page ...

Page 52 of 91

C3-4 Employee benefit provisions (continued)

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	11,338	11,284
	11,338	11,284

Description of and movements in provisions

\$ '000	ELE provisions				Total
	Annual leave	Sick leave	Long service leave	Other employee benefits	
2021					
At beginning of year	6,223	1,677	9,054	588	17,542
Additional provisions	4,327	–	1,135	125	5,587
Amounts used (payments)	(3,898)	(145)	(1,022)	(181)	(5,246)
Total ELE provisions at end of year	6,652	1,532	9,167	532	17,883
2020					
At beginning of year	5,451	1,669	8,233	693	16,046
Additional provisions	3,620	8	1,484	40	5,152
Amounts used (payments)	(2,848)	–	(663)	(145)	(3,656)
Total ELE provisions at end of year	6,223	1,677	9,054	588	17,542

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C4 Reserves

C4-1 Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Interests in other entities

D1-1 Interests in joint arrangements

(i) Joint operations

	Principal activity
(a) Council is involved in the following joint operations (JO's)	
Name of joint operation:	
Bourke Road Integrated Facility	Council main depot operation

Council assets employed in the joint operations

\$ '000	2021	2020
Council's own assets employed in the operations		
Current assets:		
Receivables	112	148
Non-current assets		
Property, plant and equipment	17,695	18,025
Total assets – Council owned	17,807	18,173
Total net assets employed – Council and jointly owned	17,807	18,173

Accounting policy

The council has determined that it has only joint operations.

Joint operations:

In relation to its joint operations, where the Council has the rights to the individual assets and obligations arising from the arrangement, the Council has recognised:

- its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- its share of the revenue from the sale of the output by the joint operation
- its expenses, including its share of any expenses incurred jointly.

These figures are incorporated into the relevant line item in the primary statements.

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

\$ '000	Carrying value 2021	Carrying value 2020	Fair value 2021	Fair value 2020
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	28,330	36,225	28,330	36,225
Receivables	18,247	11,336	18,247	11,336
Investments				
– Debt securities at amortised cost	93,500	103,000	93,500	103,000
Fair value through profit and loss				
Investments				
– Held for trading	30,777	33,421	30,777	33,421
Total financial assets	170,854	183,982	170,854	183,982
Financial liabilities				
Payables	33,933	26,669	33,933	26,669
Loans/advances	2,487	2,923	2,487	2,923
Total financial liabilities	36,420	29,592	36,420	29,592

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

E1-1 Risks relating to financial instruments held (continued)

(a) Market risk – interest rate and price risk

\$ '000	2021	2020
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,526	1,726
Impact of a 10% movement in price of investments		
– Equity / Income Statement	3,078	3,342

continued on next page ...

Page 57 of 91

E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2021						
Gross carrying amount	–	2,579	–	–	–	2,579
2020						
Gross carrying amount	–	2,970	–	–	–	2,970

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2021						
Gross carrying amount	11,488	1,301	298	144	3,877	17,108
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	37.14%	8.42%
ECL provision	–	–	–	–	1,440	1,440
2020						
Gross carrying amount	5,481	1,002	153	170	3,124	9,930
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	50.06%	15.75%
ECL provision	–	–	–	–	1,564	1,564

E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2021							
Trade/other payables	0.00%	16,290	17,085	–	–	33,375	33,375
Loans and advances	2.68%	–	447	2,040	–	2,487	2,487
Total financial liabilities		16,290	17,532	2,040	–	35,862	35,862
2020							
Trade/other payables	0.00%	13,162	13,008	–	–	26,170	26,170
Loans and advances	2.68%	–	435	2,364	124	2,923	2,923
Total financial liabilities		13,162	13,443	2,364	124	29,093	29,093

Loan agreement breaches

Detail here any breaches to loan agreements which have occurred during the reporting year.

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

		Fair value measurement hierarchy					
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2021	2020	2021	2020 Restated	2021	2020 Restated
Recurring fair value measurements							
Financial assets							
Financial investments	C1-2						
At fair value through profit or loss		30,777	33,421	–	–	30,777	33,421
Investment property							
Investment properties	C1-6	110,785	113,910	–	–	110,785	113,910
Total investment property		110,785	113,910	–	–	110,785	113,910
Infrastructure, property, plant and equipment							
Buildings – non-specialised	C1-5	–	–	76,035	78,558	76,035	78,558
Buildings special		–	–	54,983	54,317	54,983	54,317
Community land		–	–	101,142	101,142	101,142	101,142
Crown Land		–	–	156,201	156,201	156,201	156,201
Operational land		–	–	78,811	78,811	78,811	78,811
Footpaths		–	–	36,431	33,677	36,431	33,677
Roads		–	–	228,440	222,177	228,440	222,177
Stormwater drainage		–	–	75,461	75,008	75,461	75,008
Office equipment and furniture		–	–	880	1,086	880	1,086
Plant and equipment		–	–	8,205	9,490	8,205	9,490
Open space and recreation		–	–	90,430	86,759	90,430	86,759
Library books and resources		–	–	1,167	1,190	1,167	1,190
Other structures		–	–	18,271	17,815	18,271	17,815
Other assets		–	–	3,711	3,838	3,711	3,838
Total infrastructure, property, plant and equipment		–	–	930,168	920,069	930,168	920,069

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

E2-1 Fair value measurement (continued)

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Financial assets

At fair value through profit and loss are represented by Floating Rate Notes, Covered Bonds and Term Deposits. Council obtains valuations from its Investment Advisor on a monthly basis and at the end of each accounting period to ensure the financial statements reflect the most up to date valuation. The valuations of Floating Rate Notes are sourced base on mid-market prices. That is, valuations are marked at the mid-point of the bid and ask prices in the secondary market. This price represents a general market value for the asset.

There has been no change to the valuation techniques during the reporting period.

Investment property

The valuation of Council's investment properties was undertaken at June 2021 by APV Valuers & Asset Management,

Investment properties such as commercial units, commercial terraces and retail shops have been valued as market value, having regard to the "highest and best use", taking in consideration the criteria of physical possibility, legal permissibility and financial feasibility. Implied within these criteria is the recognition of that specific use to community environment or to community development goals, in addition to wealth maximisation to the individual owner.

The valuation technique utilised is Level 2 inputs (observable inputs), where applicable, included:

- Current rental income
- Rent reviews
- Capitalisation rate
- Price per square metre
- Direct comparison to sales evidence
- Zoning
- Location
- Land area and configuration
- Planning controls

Other investment properties such as public car park and shopping centre office space have been valued using Cost approach with Level 3 valuation inputs in the past. There has been a change to the valuation process by using Market approach with Level 2 valuation inputs as described above in 2019/20 financial year.

Infrastructure, property, plant and equipment (IPPE)

Operational Land

The asset class comprises all of Council's land classified as Operational Land under the NSW Local Government Act 1993. The last valuation was undertaken at June 2017 and was performed by Scott Fullarton Valuations Pty Ltd, FAPI, Certified Practising Valuer, Registration No. VAL2144.

Operational land has been valued at market value, having regard to the "highest and best use", after identifying all elements that would be taken into account by buyers and sellers in settling the price, including but not limited to:

- The land's description and/or dimensions;
- Planning and other constraints on development; and
- The potential for alternative use.

Sale prices of comparable land parcels in close proximity were adjusted for differences in key attributes such as size and configuration. The most significant inputs into this valuation approach are price per square metre.

Since extensive professional judgements were required to determine the inputs these assets were classified as having been valued using Level 3 valuation input. There has been no change to the valuation process during the reporting period.

Community Land and Crown Land

Valuations of all Council's Community Land and Council managed land were based on either the land value provided by the Valuer-General or an average unit rate based on land value for similar properties where the Valuer-General did not provide a land value having regard to the highest and best use for this land. As these rates were not considered to be observable market evidence they have been classified as Level 3. There has been no change to the valuation process during the reporting period.

Buildings – Non Specialised and Specialised

continued on next page ...

Page 61 of 91

E2-1 Fair value measurement (continued)

Council's buildings are valued utilising the cost approach by Scott Fullarton Valuations Pty Ltd in June 2017.

The approach estimated the replacement cost of each building and componentising of significant parts with different useful lives and taking into account a range of factors. The unit rates could be supported by market evidence (Level 2 inputs), other inputs (such as estimates of residual value, useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value.

As such, these assets have been valued using Level 3 inputs. There has been no change to the valuation process during the reporting period.

Roads

The roads asset class includes roads, defined as the trafficable portion of a road, between but not including the kerb and gutter. It also includes "other roads" assets including Bridges, Carparks, Kerb and Gutter and Traffic facilities.

The 'Cost Approach' using Level 3 inputs was used to value the road carriageway and other road infrastructure. Valuations for the road carriageway, comprising surface, pavement and formation were based primarily on unit rates derived from the Councils schedule of rates tender. Other inputs (such as estimates pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is some uncertainty regarding the actual design, specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period.

Footpaths

The 'Cost Approach' using Level 3 inputs was used to value footpaths. Valuation for the footpath was based primarily on unit rates derived from the Councils schedule of rates tender. Other inputs (such as estimates pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is some uncertainty regarding the actual design, specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period.

Stormwater Drainage

Assets within this class comprise pits, pipes, open channels, headwalls and various types of water quality devices.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit on similar could be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value.

Additionally due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. There has been no change to the valuation process during the reporting period.

Plant & Equipment, Office Equipment and Furniture & Fittings

Plant & Equipment, Office Equipment and Furniture & Fittings are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Examples of assets within these classes are as follows:

- Plant and Equipment Trucks, tractors, ride on mowers, street sweepers, earthmoving equipment, buses and motor vehicles
- Office Equipment Refrigerators, electronic appliances, flat-screen monitors and computer equipment
- Furniture & Fittings Chairs, desks and display systems.

The key unobservable inputs to the valuation are the remaining useful life and residual value. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption, estimated remaining useful life and the residual value. There has been no change to the valuation process during the reporting period.

Other Open Space / Recreational Assets

Assets within this class comprise Soft Fall Surfaces, BBQs, Regional Sporting Facilities and Playgrounds. All assets in this class were valued in-house by experienced engineering & asset management staff. While some elements of gross replacement values could be supported from market evidence (Level 2 input) other inputs (such as estimates of pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. There has been no change to the valuation process during the reporting period.

E2-1 Fair value measurement (continued)

Library Books and Resources

Library Books are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Council reviews the value of these assets against quoted prices for the gross current replacement cost of similar assets and by taking account of the pattern of consumption, estimated remaining useful life and the residual value. There has been no change to the valuation process during the reporting period.

Other Structures

This asset class comprises Mall Light, Shade Structure, Flag Pole, Planter Boxes and Garden Beds.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. While some elements of gross replacement values could be supported from market evidence (Level 2 input) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. As such there assets were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

Other Assets

This asset class comprises trees and other miscellaneous assets.

The cost approach has been utilised whereby the replacement cost was estimated for each asset by taking into account a range of factors. While some elements of gross replacement values could be supported from market evidence (Level 2 input) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. As such there assets were all classified as having been valued using Level 3 valuation inputs. There has been no change to the valuation process during the reporting period.

E2-1 Fair value measurement (continued)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/21) 2021	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Buildings	131,018	Non-Specialised Buildings: Market Value Specialised Buildings: Depreciated replacement cost	* Gross replacement cost * Asset Condition * Remaining useful life
Community Land and Crown Land	257,343	Land values obtained from the NSW Valuer-General	* Price Per square metre
Operational Land	78,811	Market Value	* Price Per square metre
Footpaths	36,431	Unit rates per m2 or length	* Gross replacement cost * Asset Condition * Remaining useful life
Roads	228,440	Unit rates per m2 or length	* Gross replacement cost * Asset Condition * Remaining useful life
Stormwater Drainage	75,461	Unit rates per m2 or length	* Gross replacement cost * Asset Condition * Remaining useful life
Plant & Equipment	8,205	Historical Cost	* Gross replacement cost * Remaining useful life
Office Equipment	880	Historical Cost	* Gross replacement cost * Remaining useful life
Open Space & Recreation	90,430	Depreciated replacement cost	* Gross replacement cost * Asset Condition * Remaining useful life
Library Books	1,167	Historical Cost	* Gross replacement cost * Remaining useful life
Other Structures	18,271	Depreciated replacement cost	* Gross replacement cost * Asset Condition * Remaining useful life
Other Assets	3,711	Historical Cost	* Gross replacement cost * Remaining useful life

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Buildings		Land		Plant & equipment		Infrastructure	
	2021	2020	2021	2020	2021	2020	2021	2020 Restated
Opening balance	132,875	137,197	336,154	354,238	10,576	12,180	435,436	435,065
Total gains or losses for the period								
Recognised in other comprehensive income – revaluation surplus	–	–	–	(18,084)	–	–	732	(3,823)
Other movements								
Transfers from/(to) another asset class	–	–	–	–	–	–	–	(856)
Purchases (GBV)	5,073	2,880	–	–	888	1,127	27,325	22,204
Disposals (WDV)	–	(305)	–	–	(185)	(282)	(2,924)	(6,249)
Depreciation and impairment	(6,930)	(6,897)	–	–	(2,194)	(2,449)	(11,536)	(10,905)
Closing balance	131,018	132,875	336,154	336,154	9,085	10,576	449,033	435,436

continued on next page ...

Page 64 of 91

E2-1 Fair value measurement (continued)

	Other assets 2021	2020	Total 2021	2020 Restated
\$ '000				
Opening balance	5,028	4,279	920,069	1,101,433
Recognised in other comprehensive income – revaluation surplus	–	–	732	(21,907)
Transfers from/(to) level 2 FV hierarchy	–	–	–	(158,474)
Transfers from/(to) another asset class	–	856	–	–
Purchases (GBV)	202	246	33,488	26,457
Disposals (WDV)	–	(37)	(3,109)	(6,873)
Depreciation and impairment	(352)	(316)	(21,012)	(20,567)
Closing balance	4,878	5,028	930,168	920,069

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2019 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$681,195.14. The last valuation of the Scheme was performed by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2020, and covers the period ended 30 June 2021.

E3-1 Contingencies (continued)

The amount of additional contributions included in the total employer contribution advised above is \$448,500. Council's expected contribution to the plan for the next annual reporting period is \$682,685.64.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 1.12%.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

E3-1 Contingencies (continued)

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2021	2020
Compensation:		
Short-term benefits	2,235	2,152
Post-employment benefits	127	125
Other long-term benefits	152	79
Total	2,514	2,356

Other transactions with KMP and their related parties

Nature of the transaction		Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000	Ref					
2021						
Grants & Contributions Provided to Waverley Action for Youth Services	1	86	–		–	–
Subsidised Property Rental from Waverley Action for Youth Services	2	13	–		–	–
2020						
Grants & Contributions Provided to Waverley Action for Youth Services	1	86	–		–	–
Subsidised Property Rental from Waverley Action for Youth Services	2	12	–		–	–

1 Council Provides a Community Grants Program to ensure the delivery of a range of services to the local community. A KMP is a member of the management committee of one of its supported Community Organisations - Waverley Action For Youth Services.

2 A KMP is member of the Waverley Action For Youth Services (WAYS) management committee. WAYS rents two properties for its operation from Council and Council provides rental subsidies of \$60k annually to WAYS for the two property leases. WAYS paid the Council at \$13k of rent and utility expenses in 2020/21.

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2021	2020
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	44	44
Councillors' fees	237	243
Other Councillors' expenses (including Mayor)	98	104
Total	379	391

F2 Other relationships

F2-1 Audit fees

\$ '000	2021	2020
---------	------	------

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements

Remuneration for audit and other assurance services	87	83
--	-----------	-----------

Total Auditor-General remuneration	87	83
---	-----------	-----------

Total audit fees	87	83
-------------------------	-----------	-----------

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of net operating result to cash provided from operating activities

\$ '000	2021	2020 Restated
Net operating result from Income Statement	9,095	(43,719)
Adjust for non-cash items:		
Depreciation and amortisation	21,441	20,979
Net losses/(gains) on disposal of assets	3,837	7,806
Adoption of AASB 15/1058	–	(2,000)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as 'at fair value' or 'held for trading'	(1,854)	372
– Investment property	3,657	45,734
+/- Movement in operating assets and liabilities and other cash items:		
Decrease/(increase) in receivables	(6,787)	(2,120)
Increase/(decrease) in provision for impairment of receivables	(124)	92
Decrease/(increase) in other current assets	(630)	142
Increase/(decrease) in payables	4,325	678
Increase/(decrease) in accrued interest payable	(3)	5
Increase/(decrease) in other accrued expenses payable	(1,729)	1,808
Increase/(decrease) in other liabilities	2,849	509
Increase/(decrease) in contract liabilities	980	997
Increase/(decrease) in provision for employee benefits	341	1,496
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	35,398	32,779

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2021	2020
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	29,258	4,962
Plant and equipment	503	153
Infrastructure	10,319	27,673
Total commitments	40,080	32,788
These expenditures are payable as follows:		
Later than one year and not later than 5 years	353	6,208
Within the next year	39,727	26,580
Total payable	40,080	32,788
Sources for funding of capital commitments:		
Unrestricted general funds	853	699
Future grants and contributions	8,866	15,793
Section 7.11 and 64 funds/reserves	609	4,467
Unexpended grants	707	477
Externally restricted reserves	36	207
Internally restricted reserves	29,009	11,145
Total sources of funding	40,080	32,788

G3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

G4 Changes from prior year statements

G4-1 Correction of errors

Infrastructure, property, plant and equipment revaluation reserve

The Infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their valuation.

Nature of prior-period error

A comprehensive condition assessment for the Other Structure and Open Space & Recreation asset classes were completed during the 2020/21 financial year. This condition assessment identified that it was highly likely that there was a material difference between the carrying value and fair value. Council then completed a revaluation of the asset class in accordance with relevant accounting standards and OLG code of accounting practice. The material difference occurred for the seawall and ocean pool sub-classes.

These seawalls have historically not been recorded in Council's Asset Register. These assets were first recorded in the Register and was triggered by the recent works above the capitalisation threshold. Before the 2021 fair valuation process, the WDV for these assets was \$2.15 million (for 1,150 square metres). In the June 2021 fair valuation process, 4,674 square meters of seawalls were identified and should be recorded in the Register, valued at \$14.32 million WDV as at 21 June 2021.

This equates to a material difference of \$12.17 million as at 30 June 2021.

Council also owns several ocean pools. Like seawalls, these assets were not all historically recorded in Council's Asset Register. In the 2021 FV process, Bronte Ocean Pool was identified and its value only captured due to the recent renewal works which had been carried out in June 2018, 2019, and 2020 respectively. It has a written down value (WDV) of \$0.31 million. The 2021 FV estimate of the Bronte Ocean Pool is \$3.96 million. This equates to a difference of \$3.64 million as at 30 June 2021.

These errors were corrected by restating the balances of Infrastructure, Property, Plant and Equipment and the Asset Revaluation Reserve at the beginning of the earliest comparative period, 1 July 2019 financial year. As a result, the opening balance for both items was increased by \$16.41 million dollars.

Depreciation expense for the 2019/20 financial year was also revised to account for the increase in fair value of the Infrastructure asset. Depreciation expense for the 2019/20 financial year was increased by \$0.3 million dollars to \$20.7 million dollars in total. As a result, the net operating result for the year was reduced by \$0.3 million dollars to \$43.7 million dollars.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below:

Changes to the opening Statement of Financial Position at 1 July 2019

Statement of Financial Position

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Infrastructure, property, plant and equipment	936,082	16,414	952,496
Total assets	1,283,495	16,414	1,299,909
Total liabilities	43,085	—	43,085
Revaluation reserves	531,392	16,414	547,806
Total equity	1,240,410	16,414	1,256,824

G4-1 Correction of errors (continued)

Adjustments to the comparative figures for the year ended 30 June 2020

Statement of Financial Position

\$ '000	Original Balance 30 June, 2020	Impact Increase/ (decrease)	Restated Balance 30 June, 2020
Infrastructure, property, plant and equipment	925,932	16,113	942,045
Total assets	1,225,090	16,113	1,241,203
Total liabilities	50,006	–	50,006
Accumulated surplus	665,600	(301)	665,299
Revaluation reserves	509,484	16,414	525,898
Total equity	1,175,084	16,113	1,191,197

Income Statement

\$ '000	Original Balance 30 June, 2020	Impact Increase/ (decrease)	Restated Balance 30 June, 2020
Total income from continuing operations	147,638	–	147,638
Depreciation and amortisation	20,678	301	20,979
Total expenses from continuing operations	191,056	301	191,357
Net operating result for the year	(43,418)	(301)	(43,719)

Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2020	Impact Increase/ (decrease)	Restated Balance 30 June, 2020
Net operating result for the year	(43,418)	(301)	(43,719)
Total comprehensive income for the year	(65,326)	(301)	(65,627)

Waverley Council | Notes to the Financial Statements 30 June 2021

G5 Statement of developer contributions as at 30 June 2021

G5-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
S7.12 levies – under a plan	3,207	3,749	–	–	(3,435)	–	3,521	–
Total S7.11 and S7.12 revenue under plans	3,207	3,749	–	–	(3,435)	–	3,521	–
S7.4 planning agreements	19,166	3,019	–	–	(1,127)	–	21,058	–
Total contributions	22,373	6,768	–	–	(4,562)	–	24,579	–

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

S7.12 Levies – under a plan

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
S7.12 LEVIES – UNDER A PLAN								
Roads	3,207	3,749	–	–	(3,435)	–	3,521	–
Total	3,207	3,749	–	–	(3,435)	–	3,521	–

G6 Statement of performance measures

G6-1 Statement of performance measures – consolidated results

	Amounts 2021	Indicator 2021	2020 Restated	Indicators 2019	2018	Benchmark
\$ '000						
1. Operating performance ratio						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1, 2}	(4,450)	(3.43)%	(8.58)%	0.78%	1.76%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	129,572					
2. Own source operating revenue ratio						
Total continuing operating revenue excluding all grants and contributions ¹	119,908	80.61%	79.17%	87.31%	86.65%	> 60.00%
Total continuing operating revenue	148,757					
3. Unrestricted current ratio						
Current assets less all external restrictions	130,285	5.51x	7.22x	11.13x	10.15x	> 1.50x
Current liabilities less specific purpose liabilities	23,624					
4. Debt service cover ratio						
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	17,073	18.18x	11.18x	42.77x	23.78x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	939					
5. Rates and annual charges outstanding percentage						
Rates and annual charges outstanding	2,907	4.24%	5.06%	2.84%	3.11%	< 5.00%
Rates and annual charges collectable	68,544					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus all term deposits	121,830	12.40	13.38	15.22	14.82	> 3.00
Monthly payments from cash flow of operating and financing activities	9,823	mths	mths	mths	mths	mths

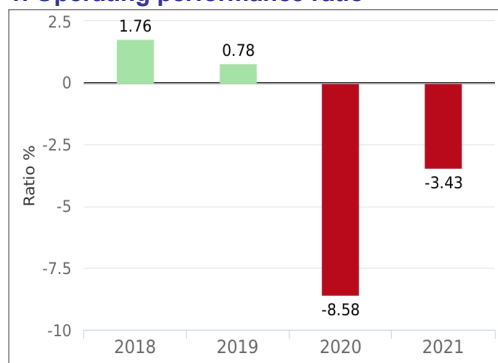
(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

H Additional Council disclosures (unaudited)

H1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

2020/21 ratio (3.43)%

In 2020/21 financial year, Council's operating performance has continuously been impacted by COVID-19. Council has experienced revenue loss from investment income and COVID relief package, at the same time, Council is proactively managing its costs. Consequently, the operating performance ratio has improved from 2019/20, but is still not meeting the industry benchmark of 0.00% for FY2020/21.

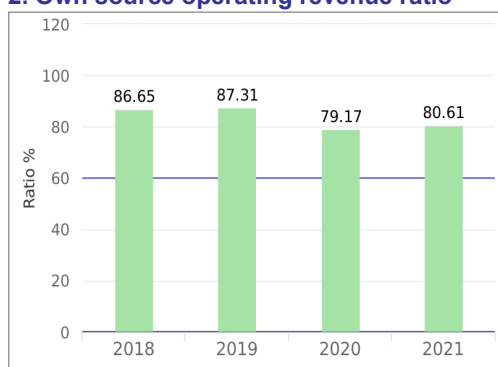
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2020/21 result

2020/21 ratio 80.61%

The ratio compares well with the industry benchmark of greater than 60.00%, it shows Waverley Council is less reliant on external funding sources to carry out its services & activities.

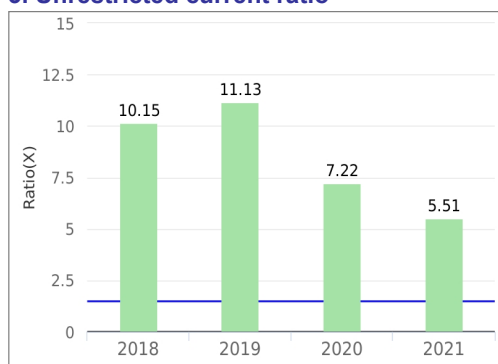
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2020/21 result

2020/21 ratio 5.51x

Council's liquidity remains strong with sufficient liquid assets on hand to meeting short term obligations as they fall due. It compares well against the industry benchmark of 1.50x.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

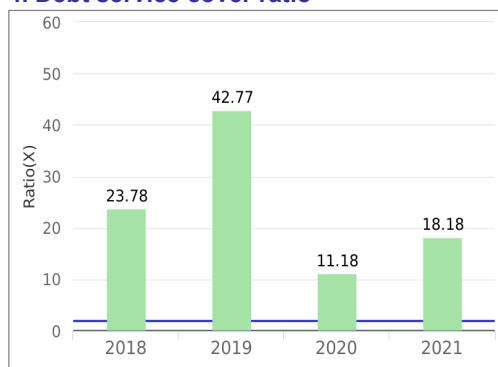
Ratio is outside benchmark

continued on next page ...

Page 79 of 91

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

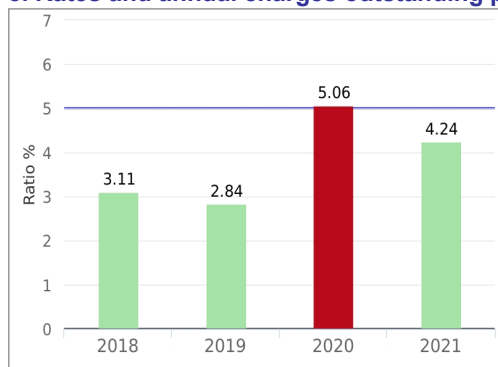
2020/21 ratio 18.18x

This ratio shows that Waverley Council has strong capacity to repay additional debt and provides a favorable comparison with the industry benchmark of greater than 2.00x.

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

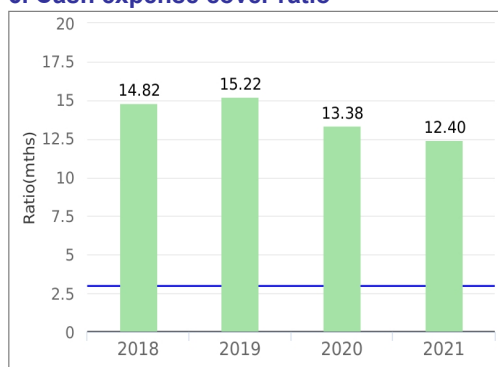
2020/21 ratio 4.24%

The ratio compares well with the industry benchmark of less than 5.00%.

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 12.40 mths

This ratio compares favorably with the industry benchmark of greater than 3.00 months.

Ratio achieves benchmark

Ratio is outside benchmark

H1-2 Financial review

Key financial figures of Council over the past 5 years

\$ '000	2021	2020	2019	2018	2017
Inflows:					
Rates and annual charges revenue	65,151	63,403	61,429	59,366	57,375
User charges revenue	33,786	32,450	37,278	35,575	34,230
Interest and investment revenue (losses)	3,714	3,383	5,266	4,583	4,481
Grants income – operating and capital	22,081	20,404	10,858	7,785	9,468
Total income from continuing operations	150,611	147,638	141,037	144,113	138,106
Sale proceeds from IPPE	359	469	992	845	5,729
New loan borrowings and advances	–	–	–	–	2,200
Outflows:					
Employee benefits and on-cost expenses	68,278	70,122	63,857	55,865	58,268
Borrowing costs	82	128	90	120	142
Materials and contracts expenses	41,173	43,639	21,666	22,387	22,975
Total expenses from continuing operations	141,516	191,357	133,537	127,000	126,933
Total cash purchases of IPPE	56,261	37,703	19,978	20,310	24,268
Total loan repayments (incl. finance leases)	865	786	412	815	960
Operating surplus/(deficit) (excl. capital income)	(10,090)	(64,803)	(1,911)	6,742	2,510
Financial position figures					
Current assets	168,006	170,332	163,095	161,567	153,157
Current liabilities	53,579	45,541	37,438	37,240	36,741
Net current assets	114,427	124,791	125,657	124,327	116,416
Available working capital (Unrestricted net current assets)	(4,150)	(3,750)	5,892	4,882	6,811
Cash and investments – unrestricted	10,207	12,638	7,779	8,996	6,970
Cash and investments – internal restrictions	103,778	128,765	141,958	140,107	132,690
Cash and investments – total	152,607	172,646	179,429	171,783	157,727
Total borrowings outstanding (loans, advances and finance leases)	2,487	2,923	3,346	3,758	4,573
Total value of IPPE (excl. land and earthworks)	1,326,154	1,264,894	1,157,203	1,145,220	1,135,009
Total accumulated depreciation	530,821	502,802	394,961	379,029	364,101
Indicative remaining useful life (as a % of GBV)	60%	60%	66%	67%	68%

Source: published audited financial statements of Council (current year and prior year)

H1-3 Council information and contact details

Principal place of business:

Customer Service Centre, 55 Spring Street Bondi Junction

Contact details

PO Box 9
Bondi Junction
NSW 1355

Telephone: 02 9083 8000

Opening hours:

9:00am - 5:00pm
Monday to Friday

Internet: www.waverley.nsw.gv.au

Email: info@waverley.nsw.gv.au

Officers**Emily Scott**

General Manager

Evan Hutchings

Responsible Accounting Officer

Public Officer

Evan Hutchings

Auditors

The Audit Office of New South Wales
Level 19, Darling Park Tower 2
201 Sussex Street
Sydney NSW 2000

Elected members

Paula Masselos

Mayor

Councillors

Cr Angela Burrill

Cr Dominic Wy Kanak

Cr Elaine Keenan

Cr John Wakefield

Cr George Copeland

Cr Leon Glotsman

Cr Sally Betts

Cr Steve Lewis

Cr Tony Kay

Cr Will Nemesh

Other information

ABN: 12 502 583 608



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Waverley Council

To the Councillors of the Waverley Council

Opinion

I have audited the accompanying financial statements of Waverley Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis
Delegate of the Auditor-General for New South Wales

29 October 2021
SYDNEY



Cr Paula Masselos
Mayor
Waverley Council
PO Box 9
BONDI JUNCTION NSW 1355

Contact: Caroline Karakatsanis
Phone no: 02 9275 7143
Our ref: D2123009/1804

29 October 2021

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2021 Waverley Council

I have audited the general purpose financial statements (GPFS) of the Waverley Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2021 \$m	2020* \$m	Variance %
Rates and annual charges revenue	65.2	63.4	↑ 2.8
Grants and contributions revenue	28.8	30.8	↓ 6.5
Operating result from continuing operations	9.1	(43.7)	↑ 120.8
Net operating result before capital grants and contributions	(10.1)	(64.8)	↑ 84.4

* The 2020 comparatives have been restated to correct a prior period error. Note G4-1 of the financial statements provides details of the prior period error.

Council's operating result (\$9.1 million including the effect of depreciation and amortisation expense of \$21.4 million) was \$52.8 million higher than the 2019–20 result. This was mainly due to the movement in the value of investment properties, which decreased by \$3.7 million compared to a reduction of \$45.7 million in 2019–20.

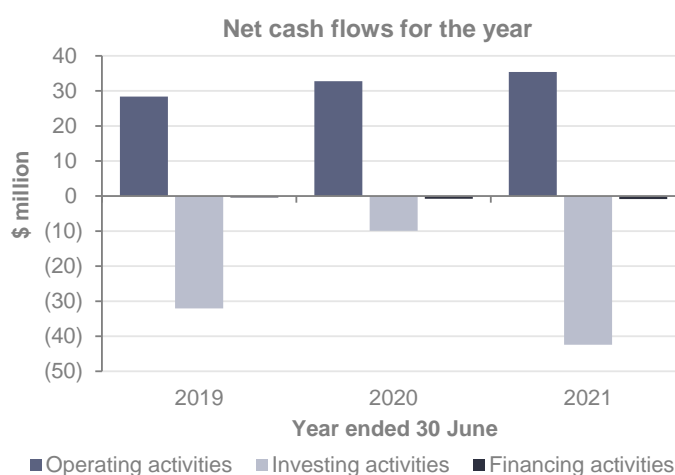
The net operating result before capital grants and contributions (deficit of \$10.1 million) was \$54.7 million higher than the 2019–20 result. This was due to the movement in investment properties noted above.

Rates and annual charges revenue (\$65.2 million) increased by \$1.8 million (2.8 per cent) in 2020–2021.

Grants and contributions revenue (\$28.8 million) decreased by \$2 million (6.5 per cent) in 2020–2021 mainly due to a reduction in receipts from developer contributions.

STATEMENT OF CASH FLOWS

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash decreased by \$7.9 to \$28.3 million at 30 June 2021.



FINANCIAL POSITION

Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	152.6	172.6	• External restrictions include unspent specific purpose grants, developer contributions, and domestic waste management charges.
Restricted cash and investments:			• Balances are internally restricted due to Council policy or decisions for forward plans including works program.
• External restrictions	38.6	31.2	
• Internal restrictions	103.8	128.8	

Debt

After repaying principal and interest of \$511,000, total borrowings as at 30 June 2021 was \$2.5 million (2020: \$2.9 million).

PERFORMANCE

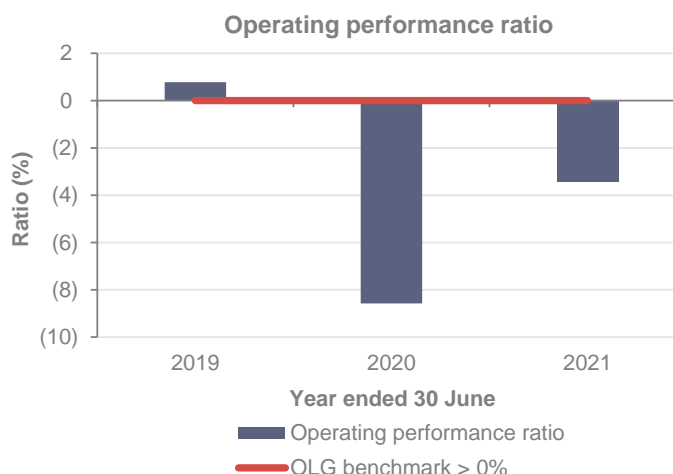
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

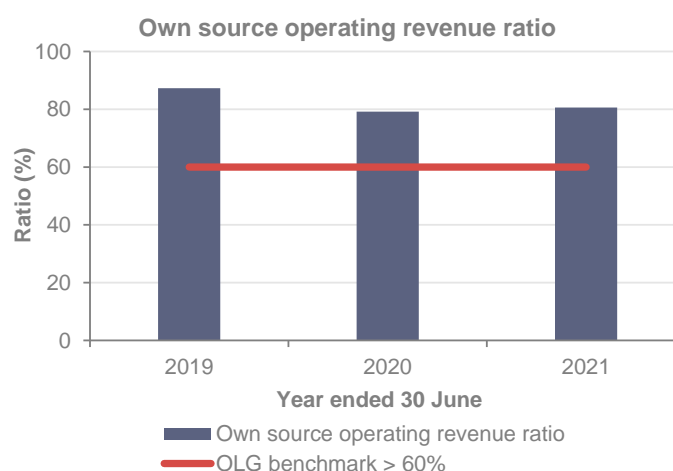
The Council did not meet the OLG benchmark for the current reporting period. The 2020 ratio was restated resulting from a prior period error adjustment.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

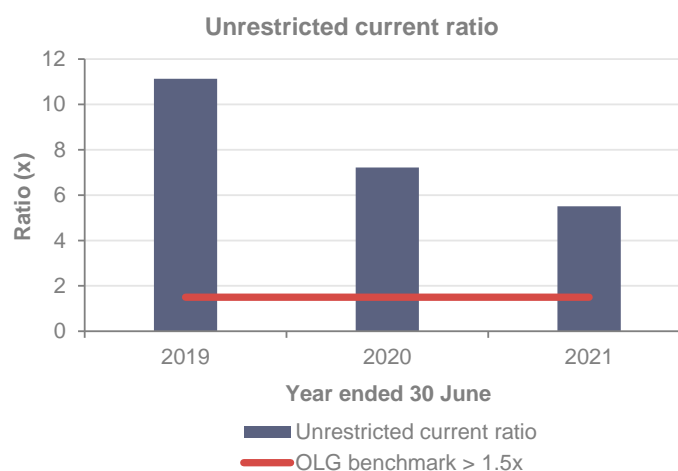
The Council met the OLG benchmark for the current reporting period.



Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

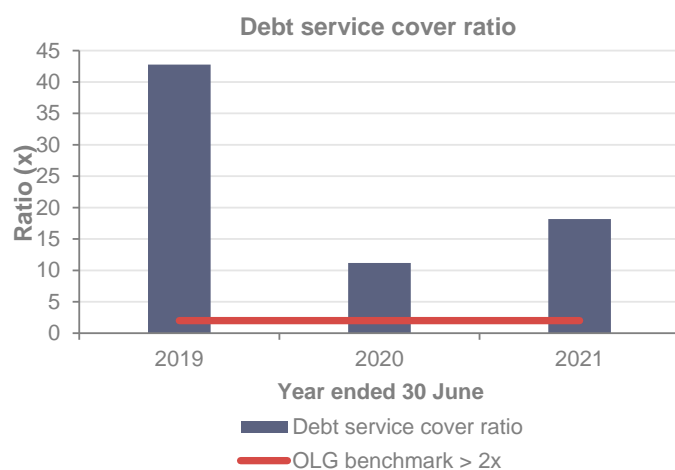
The Council met the OLG benchmark for the current reporting period.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

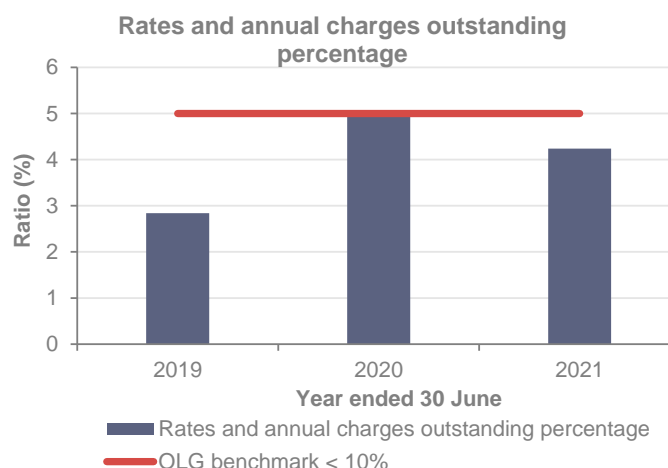
The Council met the OLG benchmark for the current reporting period.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.

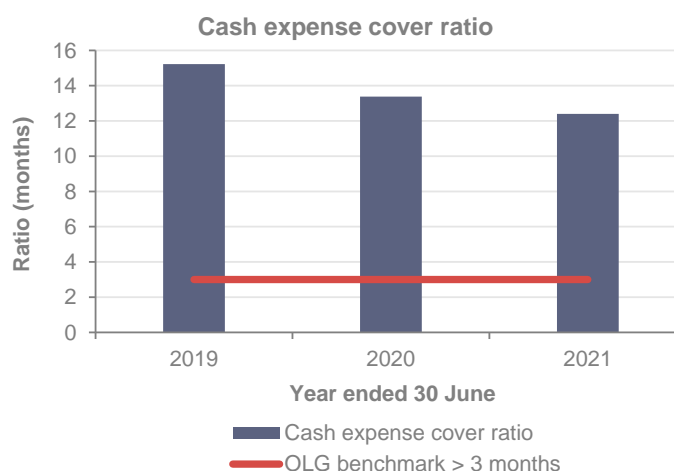
The Council met the OLG benchmark for the current reporting period.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council met the OLG benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

- Council's asset renewal additions for the year were \$49.6 million compared to \$27.7 million for the prior year
- The level of asset renewals during the year represented 236 per cent of the total depreciation expense (\$21 million) for the year.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the general purpose financial statements
- staff provided all accounting records and information relevant to the audit.



Caroline Karakatsanis
Director - Financial Audit

Delegate of the Auditor-General for New South Wales

cc: Emily Scott, General Manager
Elizabeth Gavey, Chair of Audit, Risk and Improvement Committee
Kiersten Fishburn, Secretary of the Department of Planning, Industry and Environment

Waverley Council

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2021

Connecting the city and the sea.

A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.



Waverley Council

Special Purpose Financial Statements for the year ended 30 June 2021

Contents	Page
Statement by Councillors and Management	3
Special Purpose Financial Statements:	
Income Statement of Property	4
Income Statement of Commercial waste	5
Income Statement of Cemetery	6
Statement of Financial Position of Property	7
Statement of Financial Position of Commercial waste	8
Statement of Financial Position of Cemetery	9
Note – Significant Accounting Policies	10
Auditor's Report on Special Purpose Financial Statements	13

Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Waverley Council

Special Purpose Financial Statements for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 17 August 2021.



Paula Masselos
Mayor
17 August 2021



Elaine Keenan
Deputy Mayor
17 August 2021



Emily Scott
General Manager
17 August 2021



Teena Su
Acting Responsible Accounting Officer
17 August 2021

Waverley Council | Income Statement of Property | For the year ended 30 June 2021

Waverley Council

Income Statement of Property for the year ended 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
Income from continuing operations		
User charges	2,681	2,716
Other income	3,178	2,959
Total income from continuing operations	5,859	5,675
Expenses from continuing operations		
Employee benefits and on-costs	563	564
Materials and services	649	792
Other expenses	5,189	47,104
Total expenses from continuing operations	6,401	48,460
Surplus (deficit) from continuing operations before capital amounts	(542)	(42,785)
Surplus (deficit) from continuing operations after capital amounts	(542)	(42,785)
Surplus (deficit) from all operations before tax	(542)	(42,785)
Surplus (deficit) after tax	(542)	(42,785)
Plus accumulated surplus	113,703	158,465
Plus adjustments for amounts unpaid:		
Less:		
– Dividend paid	(2,487)	(1,977)
Closing accumulated surplus	110,674	113,703
Subsidy from Council	542	42,785

Waverley Council | Income Statement of Commercial waste | For the year ended 30 June 2021

Waverley Council

Income Statement of Commercial waste
for the year ended 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
Income from continuing operations		
User charges	3,500	3,446
Total income from continuing operations	3,500	3,446
Expenses from continuing operations		
Employee benefits and on-costs	1,261	753
Materials and services	37	47
Depreciation, amortisation and impairment	2	6
Other expenses	1,958	1,948
Total expenses from continuing operations	3,258	2,754
Surplus (deficit) from continuing operations before capital amounts	242	692
Surplus (deficit) from continuing operations after capital amounts	242	692
Surplus (deficit) from all operations before tax	242	692
Less: corporate taxation equivalent [based on result before capital]	(63)	(190)
Surplus (deficit) after tax	179	502
Plus accumulated surplus	139	24
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	63	190
Less:		
– Dividend paid	(523)	(577)
Closing accumulated surplus	(142)	139

Waverley Council | Income Statement of Cemetery | For the year ended 30 June 2021

Waverley Council

Income Statement of Cemetery
for the year ended 30 June 2021

\$ '000	2021 Category 2	2020 Category 2
Income from continuing operations		
User charges	1,298	833
Interest	16	23
Total income from continuing operations	1,314	856
Expenses from continuing operations		
Employee benefits and on-costs	814	892
Materials and services	178	184
Depreciation, amortisation and impairment	60	44
Other expenses	651	322
Total expenses from continuing operations	1,703	1,442
Surplus (deficit) from continuing operations before capital amounts	(389)	(586)
Surplus (deficit) from continuing operations after capital amounts	(389)	(586)
Surplus (deficit) from all operations before tax	(389)	(586)
Surplus (deficit) after tax	(389)	(586)
Plus accumulated surplus	16,088	16,780
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	(502)	(106)
Less:		
Closing accumulated surplus	15,197	16,088
Return on capital %	(0.7)%	(1.1)%
Subsidy from Council	1,170	1,052

Waverley Council | Statement of Financial Position of Property | For the year ended 30 June 2021

Waverley Council

Statement of Financial Position of Property as at 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
ASSETS		
Current assets		
Receivables	186	215
Total current assets	186	215
Non-current assets		
Investment property	110,785	113,910
Total non-current assets	110,785	113,910
Total assets	110,971	114,125
LIABILITIES		
Current liabilities		
Payables	129	266
Employee benefit provisions	91	79
Total current liabilities	220	345
Total liabilities	220	345
Net assets	110,751	113,780
EQUITY		
Accumulated surplus	110,674	113,703
Revaluation reserves	77	77
Total equity	110,751	113,780

Waverley Council | Statement of Financial Position of Commercial waste | For the year ended 30 June 2021

Waverley Council

Statement of Financial Position of Commercial waste

as at 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
ASSETS		
Current assets		
Receivables	131	238
Total current assets	131	238
Total assets	131	238
LIABILITIES		
Current liabilities		
Payables	192	11
Employee benefit provisions	81	88
Total current liabilities	273	99
Total liabilities	273	99
Net assets	(142)	139
EQUITY		
Accumulated surplus	(142)	139
Total equity	(142)	139

Waverley Council | Statement of Financial Position of Cemetery | For the year ended 30 June 2021

Waverley Council

Statement of Financial Position of Cemetery

as at 30 June 2021

\$ '000	2021 Category 2	2020 Category 2
ASSETS		
Current assets		
Cash and cash equivalents	583	872
Total current assets	583	872
Non-current assets		
Infrastructure, property, plant and equipment	52,401	52,992
Total non-current assets	52,401	52,992
Total assets	52,984	53,864
LIABILITIES		
Current liabilities		
Payables	23	10
Employee benefit provisions	113	115
Total current liabilities	136	125
Total liabilities	136	125
Net assets	52,848	53,739
EQUITY		
Accumulated surplus	15,197	16,088
Revaluation reserves	37,651	37,651
Total equity	52,848	53,739

Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2005* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Waverley Council Property Services

Comprising the whole of the operations and assets of the property services, commercial properties controlled by Waverley Council.

b. Waverley Council Trade Waste Services

Comprising the whole of the operations and assets of the commercial waste services which service the area of Waverley. This service collects and disposes of waste collected from commercial premises.

Category 2

(where gross operating turnover is less than \$2 million)

a. Waverley & South Head Cemeteries

Comprising the whole of the operations and assets of both the Waverley & South Head Cemeteries.

This business operates from offices located at Waverley Cemetery dealing with maintenance, sales and burials.

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

Note – Significant Accounting Policies (continued)

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **27.5%**

Land tax – the first \$692,000 of combined land values attracts **0%**. For the combined land values in excess of \$692,001 up to \$4,321,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$4,321,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$850,000.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

continued on next page ...

Page 11 of 15

Note – Significant Accounting Policies (continued)

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30/6/21.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Waverley Council

To the Councillors of the Waverley Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Waverley Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- Property
- Commercial Waste
- Cemetery

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis

Delegate of the Auditor-General for New South Wales

29 October 2021

SYDNEY

Waverley Council

SPECIAL SCHEDULES for the year ended 30 June 2021

Connecting the city and the sea.

A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.



Waverley Council

Special Schedules
for the year ended 30 June 2021

Contents	Page
Special Schedules:	
Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2021	7

Waverley Council

Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2021/22
Notional general income calculation ¹			
Last year notional general income yield	a	46,068	47,171
Plus or minus adjustments ²	b	(75)	183
Notional general income	c = a + b	45,993	47,354
Permissible income calculation			
Rate peg percentage	e	2.60%	2.00%
Plus rate peg amount	i = e x (c + g)	1,196	947
Sub-total	k = (c + g + h + i + j)	47,189	48,301
Plus (or minus) last year's carry forward total	l	5	21
Sub-total	n = (l + m)	5	21
Total permissible income	o = k + n	47,194	48,322
Less notional general income yield	p	47,171	48,285
Catch-up or (excess) result	q = o - p	23	37
Less unused catch-up ³	s	(2)	(2)
Carry forward to next year ⁴	t = q + r + s	21	35

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (3) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (4) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates Waverley Council

To the Councillors of Waverley Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Waverley Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Caroline Karakatsanis

Delegate of the Auditor-General for New South Wales

29 October 2021

SYDNEY

Waverley Council | Report on infrastructure assets as at 30 June 2021 | For the year ended 30 June 2021

Waverley Council

Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2020/21 Required maintenance ^a	2020/21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Council Offices/ Administration Centres	223	223	792	817	11,445	24,911	0.0%	25.1%	69.8%	5.1%	0.0%
	Council Works Depot	—	—	1,002	1,021	8,372	11,185	98.2%	0.0%	1.8%	0.0%	0.0%
	Council Public Halls	864	864	200	261	21,129	70,002	11.2%	0.0%	81.7%	7.1%	0.0%
	Libraries	—	—	593	579	21,329	37,025	0.0%	100.0%	0.0%	0.0%	0.0%
	Cultural Facilities	531	531	684	764	13,054	22,069	62.6%	0.0%	30.2%	4.3%	2.9%
	Other Buildings	801	801	1,512	1,398	50,163	82,668	11.0%	46.9%	36.5%	5.6%	0.0%
	Specialised Buildings	39	39	613	682	5,527	7,977	66.5%	6.1%	24.7%	2.7%	0.0%
	Sub-total	2,458	2,458	5,396	5,522	131,018	255,837	18.4%	32.3%	44.4%	4.7%	0.3%
Other structures	Other structures	703	291	215	371	18,271	28,631	56.4%	19.1%	10.5%	14.0%	0.0%
	Sub-total	703	291	215	371	18,271	28,631	56.4%	19.1%	10.5%	14.0%	0.0%
Roads	Roads	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sealed roads	225	—	885	907	64,684	107,713	24.2%	56.6%	18.0%	1.2%	0.0%
	Footpaths	332	—	5,204	5,455	36,430	63,506	14.7%	66.3%	16.0%	3.0%	0.0%
	Other road assets	142	—	2,395	2,581	17,083	28,329	35.6%	47.2%	14.4%	2.8%	0.0%
	Sealed roads structure	—	—	—	—	79,254	195,254	2.4%	0.1%	97.5%	0.0%	0.0%
	Kerb and Gutter	825	—	67	70	67,420	109,795	32.7%	48.9%	14.3%	4.1%	0.0%
	Other road assets (incl. bulk earth works)	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	1,524	—	8,551	9,013	264,871	504,597	17.1%	33.8%	47.5%	1.7%	0.0%
Stormwater drainage	Stormwater drainage	—	—	407	529	—	29,216	27.5%	67.9%	4.6%	0.0%	0.0%
	Other	365	—	—	—	75,461	98,195	12.4%	68.2%	18.3%	1.1%	0.0%
	Sub-total	365	—	407	529	75,461	127,411	15.9%	68.1%	15.2%	0.8%	0.0%
Open space / recreational assets	Open Space & Recreational Assets	1,785	—	5,592	5,652	90,430	165,120	34.6%	38.1%	21.8%	5.5%	0.0%
	Sub-total	1,785	—	5,592	5,652	90,430	165,120	34.6%	38.1%	21.8%	5.5%	0.0%
Total – all assets		6,835	2,749	20,161	21,087	580,051	1,081,596	21.0%	37.7%	38.1%	3.2%	0.1%

^(a) Required maintenance is the amount identified in Council's asset management plans.

continued on next page ...

Page 7 of 10

Waverley Council

Report on infrastructure assets as at 30 June 2021 (continued)

Infrastructure asset condition assessment ‘key’

1	Excellent/very good	No work required (normal maintenance)	4	Poor	Renewal required
2	Good	Only minor maintenance work required	5	Very poor	Urgent renewal/upgrading required
3	Satisfactory	Maintenance work required			

Explanation of the two estimated costs:

Estimated Cost to *Agreed Level of Service*:

- This cost indicates bringing Council assets that have reached the intervention level agreed by the community to an agreed condition. This condition varies with each asset class and subclass.
- Council has a range of asset condition service levels that are agreed upon., e.g. road assets to be 80% in conditions 1 & 2 with the remainder across conditions 3, 4 & 5.
- This cost provides a meaningful snapshot of the proportion of outstanding renewal works compared to the total suite of assets that the Council has under its care and stewardship.
- Cost to Agreed Level of Service is different from Cost to Satisfactory as it is a measure that does not set a minimum condition standard of 3. Allowing assets to be more accurately represented through their asset lifecycles, whilst reporting on the cost to meet the “*Agreed Levels of Service*”.

Estimated Cost to *Satisfactory Standard*

- The level of satisfactory condition is set at condition 3 for all asset classes. This requires all assets to be strictly maintained at a level of condition 3 and above.
- In determining the cost, Council estimates the amount required to be spent on existing infrastructure only. We take the replacement value of Condition 4 & 5 assets back to Condition 3 or “*Satisfactory*”, e. the expected cost to bring the assets up to Condition 3.
- This cost does not take into account the cost to bring assets back to conditions 1 and 2. Utilising asset condition valuation percentages, we estimate the cost to match the minimum condition of 3.

Waverley Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (consolidated) *

	Amounts 2021	Indicator 2021	2020 Restated	Indicators 2019	2018	Benchmark
\$ '000						
Buildings and infrastructure renewals ratio						
Asset renewals ¹	49,638					
Depreciation, amortisation and impairment	18,466	268.81%	155.45%	82.56%	94.13%	>= 100.00%
Infrastructure backlog ratio						
Estimated cost to bring assets to a satisfactory standard	6,835					
Net carrying amount of infrastructure assets	625,169	1.09%	0.99%	1.00%	1.05%	< 2.00%
Asset maintenance ratio						
Actual asset maintenance	21,087					
Required asset maintenance	20,161	104.59%	108.19%	102.33%	94.25%	> 100.00%
Cost to bring assets to agreed service level						
Estimated cost to bring assets to an agreed service level set by Council	2,749	0.25%	0.56%	0.60%	0.64%	
Gross replacement cost	1,081,596					

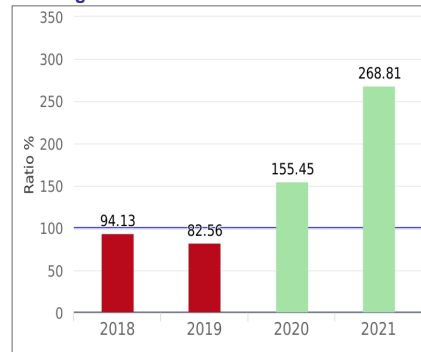
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Waverley Council

Report on infrastructure assets as at 30 June 2021

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result

20/21 ratio 268.81%

Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are keeping to the agreed community satisfactory level.

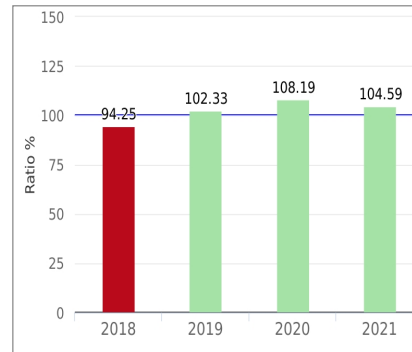
Benchmark: — $\geq 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result

20/21 ratio 104.59%

This ratio compares well with the industry benchmark of 100%. It indicates Council's spending on asset maintenance is sufficient to stop the infrastructure backlog from growing.

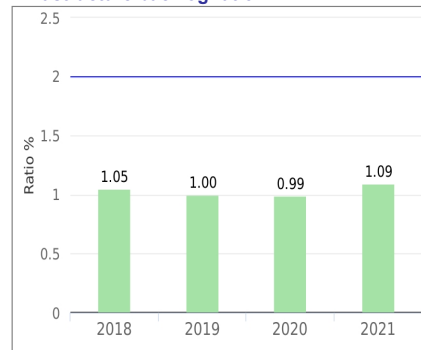
Benchmark: — $> 100.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Infrastructure backlog ratio



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result

20/21 ratio 1.09%

This ratio shows that Council has a small proportion of infrastructure backlog and it compares favorably with the industry benchmark of less than 2.00%.

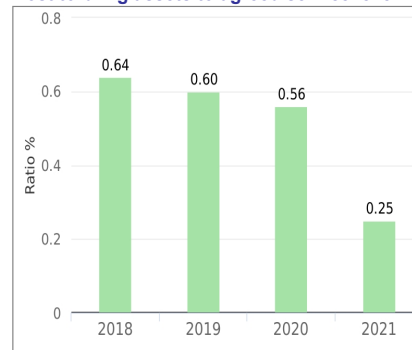
Benchmark: — $< 2.00\%$

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result

20/21 ratio 0.25%

This ratio shows that Council has a small proportion of outstanding infrastructure upgrade/renewal works to bring assets at agreed service levels, as compared to the total value of its assets.



WAVERLEY
COUNCIL

55 Spring St, Bondi Junction, NSW 2022
PO Box 9 Bondi Junction NSW 1355

info@waverley.nsw.gov.au
www.waverley.nsw.gov.au

Telephone enquiries
General business **9083 8000**
General fax **9387 1820**

TTY/voice calls for hearing/speech impaired **133 677**
After hours emergencies **9083 8000**

A full-page background image showing a silhouette of a person walking on a sandy beach at sunset. The sun is low on the horizon, creating a warm orange glow. In the distance, another person is visible walking in the shallow water. The overall mood is peaceful and scenic.

WAVERLEY COUNCIL ANNUAL REPORT

2020-21

2



Waverley Council

ACKNOWLEDGEMENT

We acknowledge the Bidjigal and Gadigal people, who
traditionally occupied the Sydney coast.
We also acknowledge Aboriginal Elders
both past and present.

CONTENTS

Preface	05
General Manager's Message	06
Part 1: Waverley Council Overview	07
Our Community Vision	08
Our Local Government Area Map	09
Our Local Government Area	10
The Elected Council	12
Advisory Committees	13
Mayor and Councillors	14
Our Organisation	18
Our Planning Framework	19
External Bodies Exercising Waverley Council Functions	21
Partnerships and Cooperation	22
Our Financial Snapshot	23
Performance Ratios	25
Grants and Donations Awarded	29
Part 2: Delivery Program Achievements	33
Arts and Culture	34
Community Services and Well-being	40
Recreation and Open Spaces	49
Local Economy	54
Planning, Development and Heritage	62
Transport, Pedestrians and Parking	69
Buildings and Infrastructure	74
Sustainable Environment	83
Sustainable Waste	89
Corporate Leadership & Engagement	96
Knowledge and Innovation	103

Part 3: Meeting our Additional Statutory Requirements	110
Amount of rates and charges written off during the year	111
Mayoral and Councillor fees, expenses and facilities	111
Councillor training and ongoing professional development	112
General Manager and Senior Staff Remuneration	112
Overseas visit by Council staff	112
Report on Infrastructure Assets	113
Government Information (Public Access)	116
Public Interest Disclosures	120
Compliance with the Companion Animals Act and Regulation	121
Amount incurred in legal proceedings	122
Progress against Equal Employment Opportunity (EEO) Management Plan	126
Progress report - Disability Inclusion Action Plan 2020-21	134
Swimming pool inspections	138
Works undertaken on private land	138
Recovery and threat abatement plans	138
Environmental Upgrade Agreements	138
Voluntary Planning Agreements	139
Contracts awarded by Council	140
Report on Special Rate Variation	141
Report on Stormwater Levy	142
Report on Capital Expenditure Review	143

PREFACE

PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Council's performance during the 2020–21 financial year in relation to the principal activities detailed in the Delivery Program 2018–22 and Operational Plan 2020–21.

THE ANNUAL REPORT IS MADE UP OF SIX PARTS:

Part 01.

Is an overview of Council

Part 02.

Provides details of Council's performance against the Delivery Program 2018–22

Part 03.

Provides additional reporting information required by legislation

Part 04.

Contains Council's audited financial statements

Part 05.

Contains the End of Term Report 2021

Part 06.

Contains the State of the Environment Report

The first three parts are published in one volume. Part four, five and six are published separately.

This report is prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government Integrated Planning and Reporting Guidelines for local government in NSW.

GENERAL MANAGER'S MESSAGE



I am pleased to present my first Annual Report as General Manager. The 2020-21 financial year brought the challenges of the pandemic, and also gave us all pause to focus locally and to reconsider what matters most to us.

For Council, this meant rapidly adapting to ways of delivering our essential services, and to seeing how we could best support our community, our vulnerable, our children and young people, and our businesses.

Throughout the year we maintained our essential services, with our cleansing and waste teams, lifeguards, maintenance, childcare workers and others all operating in new COVID-safe ways.

Our COVID response included moving to remote working for many of our office-based staff, and working with other authorities to support the Government's health orders and practices. We also provided \$1.1 million in financial support for local businesses in the form of fee and charges reductions or waivers, and small business grants.

The year also saw the delivery of an ambitious capital works program, with major projects including the conservation and restoration of the Bondi Pavilion, starting the Boot Factory Renewal, continuing with the Bondi Junction Cycleway, and completing the Notts Avenue Streetscape upgrade, the upgrade of several parks and playgrounds, and the Bronte Cutting safety upgrade now providing safe pedestrian access for one million people a year.

Council also delivered a strong Strategic Asset Management Renewal Program which included major footpath, and kerb and gutter reconstructions throughout the LGA as well as the re-sheeting and reconstruction of 16 streets using a new sustainable asphalt product that is made of 30% recycled material such as crushed glass and toner cartridge by-products.

Despite all this activity, and the costs associated with adapting to the pandemic, the Council's financial situation is healthy and sustainable.

The cost of COVID-19 to Council's 2020-21 budget was \$6.3 million, but Council's financial position remains steady with a net operating surplus of \$9.10 million for the 2020-21 financial year. Our cash and cash investments were \$152.61 million at 30 June 2021.

It is a true privilege to have been appointed as General Manager towards the end of the reporting period, in May 2021. I am especially honoured to take on this

role as not only have I been a Waverley employee for 20 years this year, but I was lucky enough to have been born and bred in Bondi, so I also have a strong commitment to the place and the community.

I look forward to continuing to serve this wonderful Local Government Area, and I thank all the staff of Waverley for the positive results presented in the 2020-21 Annual Report.

Emily Scott
General Manager

Part 01.

WAVERLEY COUNCIL OVERVIEW

8

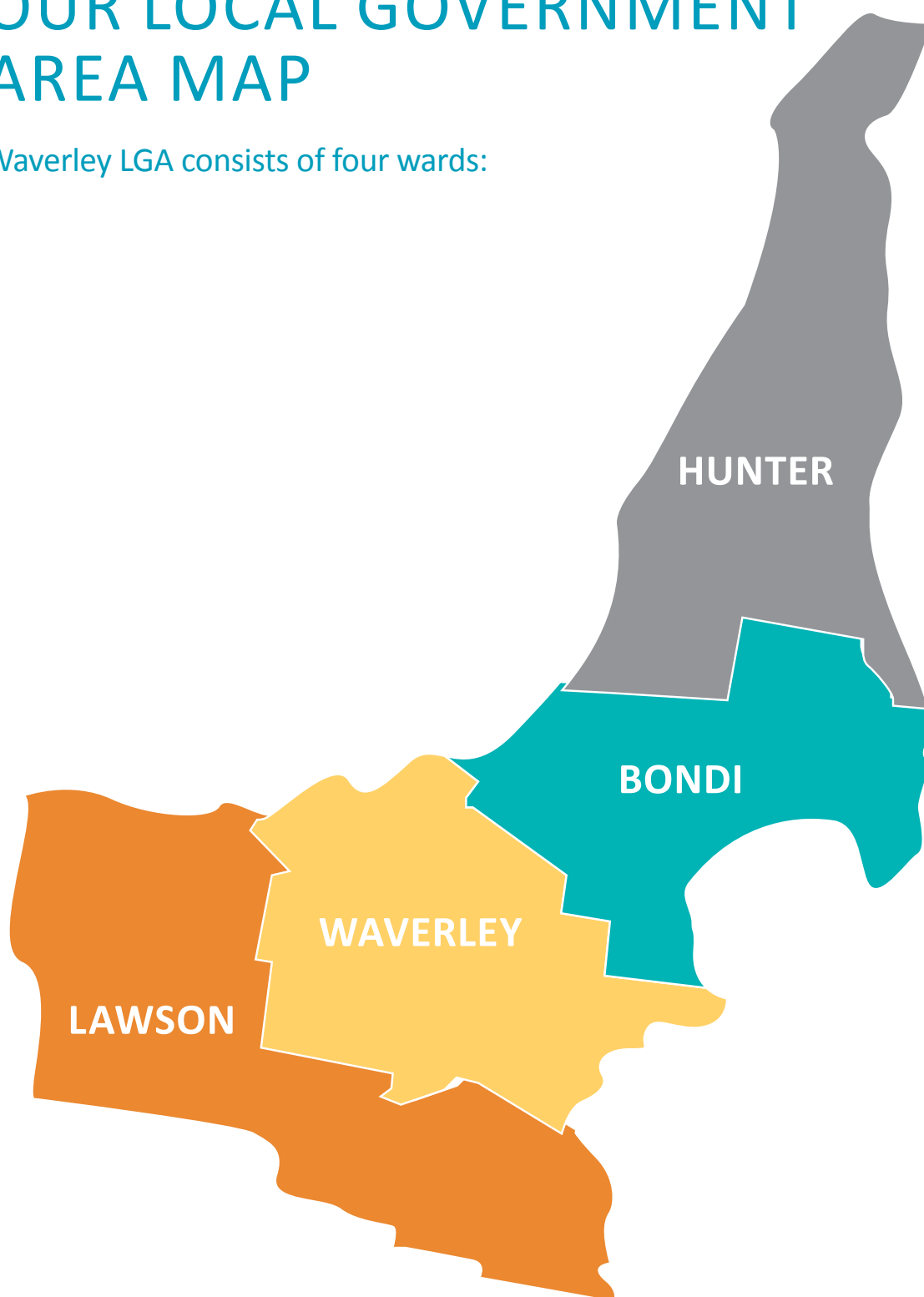
OUR COMMUNITY VISION

Waverley: connecting the city and the sea.

A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.

OUR LOCAL GOVERNMENT AREA MAP

Waverley LGA consists of four wards:



10

WAVERLEY – OUR LOCAL GOVERNMENT AREA



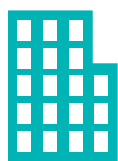
OUR LOCAL GOVERNMENT AREA:

9.2km²

OUR DWELLINGS AND BUSINESSES:



31,564
dwellings



39,132
registered businesses

MEDIAN AGE

35 years

- 16% of our residents are 0–14 years old
- 9.2% are 15–24 years old
- 62.1% are 25–64 years old
- 12.7% are more than 65 years old

OVERSEAS BORN RESIDENTS

38.5%

OUR SUBURBS:

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

OUR ATTRACTIONS:

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



POPULATION



TOTAL POPULATION

74,276

PROJECTED POPULATION 2031

80,100

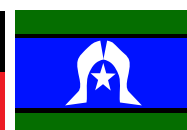
POPULATION DENSITY

80.34

persons per hectare

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

274



LANGUAGES

68.7% of us speak English at home while 20.9% speak a language other than English

Russian is spoken by 2.2% of our residents, 2.1% speak Spanish, 1.9% Portuguese, 1.8% French and 1.7% Italian



JEWISH COMMUNITY

Waverley's Jewish community of

10,076

residents makes up 15.1% of our total population

EDUCATION

11

NUMBER OF SCHOOLS

17

(including both primary and secondary)

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

AVERAGE HOUSEHOLD SIZE



2.4 people

RENTING HOUSEHOLDS

43%

MEDIAN WEEKLY RENT

\$622

SINGLE PERSON HOUSEHOLDS

28%



ECONOMY



\$4.9 billion
gross regional product

More than
29,047
jobs in Waverley

MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

\$2,308 compared to \$1,750 for Greater Sydney

HIGH EMPLOYMENT SECTORS

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

78.4%

of Waverley properties are connected to the internet

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

Annual Report 2020-21

THE ELECTED COUNCIL

The elected Council comprises of 12 elected members (Councillors), two of which hold the offices of Mayor and Deputy Mayor.

The role of the elected Council is to set the strategic direction for the Council, ensure financial sustainability, review the performance of the Council and to provide effective civic leadership to the community.

THE MAYOR AND COUNCILLORS

Councillors are elected by residents and ratepayers. The last local government election was held on 9 September 2017. The September 2020 elections was postponed to December 2021 in response to the risks of the COVID-19 pandemic.

Councillors are elected by ward (a geographical area). Waverley has four wards: Bondi, Hunter, Lawson and Waverley.

The Mayor is elected by Councillors for a two-year period and the Deputy Mayor for a 12-month period. The role of Councillors is defined in the *Local Government Act 1993* and include to:

- Be an active and contributing member of the governing body
- Make considered and well-informed decisions as a member of the governing body
- Participate in the development of the integrated planning and reporting framework
- Represent the collective interests of residents, ratepayers and the local community

- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

COUNCILLORS AND DECISION MAKING

The elected Council makes decisions at Council meetings and meetings of its two standing committees: The Operations and Community Services Committee and the Strategic Planning and Development Committee. Ordinary Council meetings are held once a month, generally on the third Tuesday. Extraordinary Council meetings are called at short notice from time to time to address particular issues. Meetings of the standing committees are usually held on the first Tuesday of each month.

All meetings are open to the public. Members of the public can address the Council on any issue on the agenda for the meeting.

To improve accessibility for the public, Council live-streams all Council meetings and meetings of its standing committees. In response to the COVID-19 pandemic and Public Health Orders, the majority of Council meetings were held online in 2020–21.



ADVISORY COMMITTEES



Council convenes and supports several advisory committees. These tackle broad local issues and provide a forum for discussion among Council representatives, local agencies and community members. These committees include:

- Access Advisory Committee
- Cycling Advisory Committee
- Cultural Advisory Committee
- Housing Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee
- Public Art Committee

OUR MAYOR AND COUNCILLORS



DOMINIC WY KANAK

Greens

Bondi Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Deputy Chair)
- Access Advisory Committee
- Multicultural Advisory Committee (Deputy Chair)
- Surf Life Saving Club Committee (Deputy Chair)
- Sydney Coastal Council Group



JOHN WAKEFIELD

Australian Labor Party

Bondi Ward

Represented Council on:

- Operations and Community Services Committee (Deputy Chair)
- Strategic Planning and Development Committee
- Access Advisory Committee
- Audit, Risk and Improvement Committee (Alternate)



LEON GOLTSMAN

Liberal Party of Australia

Bondi Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee (Deputy Chair)
- Cycling Advisory Committee
- Multicultural Advisory Committee
- Surf Life Saving Club Committee (Deputy Chair)

**SALLY BETTS**

Liberal Party of Australia
Hunter Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Housing Advisory Committee

**STEVEN LEWIS**

Australian Labor Party
Hunter Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Chair)
- Access Advisory Committee
- Cycling Advisory Committee (Chair)
- Housing Advisory Committee
- NSW Public Libraries Association

**WILL NEMESH**

Liberal Party of Australia
Hunter Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Environmental Sustainability Advisory Committee



ANGELA BURRILL
Liberal Party of Australia
 Lawson Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Community Safety Advisory Committee
- Public Art Committee



ELAINE KEENAN
DEPUTY MAYOR
Greens
 Lawson Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee (Chair)
- Environmental Sustainability Advisory Committee (Chair)
- Public Art Committee (Deputy Chair)
- Waverley Business Forum (Alternate)
- Cultural Advisory Committee
- Housing Advisory Committee
- Surf Life Saving Committee (Chair)
- Southern Sydney Regional Organisation of Councils – Board
- Southern Sydney Regional Organisation of Councils – Program Delivery Committee (Alternate)



PAULA MASSELOS
MAYOR
Australia Labor Party
 Lawson Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee (Chair)
- Access Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee (Chair)
- Public Art Committee (Chair)
- Surf Life Saving Club Committee
- Traffic Committee (Chair)
- Waverley Business Forum
- Cultural Advisory Committee (Chair)
- Housing Advisory Committee (Chair)
- Southern Sydney Regional Organisation of Councils – Board
- Southern Sydney Regional Organisation of Councils – Program Delivery Committee
- Sydney Coastal Council Group



GEORGE COPELAND

Greens

Waverley Ward

Represented Council on:

- Operations and Community Services Committee (Chair)
- Strategic Planning and Development Committee
- Access Advisory Committee
- Audit, Risk and Improvement Committee
- Cycling Advisory Committee
- Environmental Sustainability Advisory Committee (Deputy Chair)
- Southern Sydney Regional Organisation of Councils – Board (Alternate)
- Southern Sydney Regional Organisation of Councils – Sustainability Program Committee
- Sydney Coastal Council Group



MARJORIE O'NEILL*

(To March 2021)

Australian Labor Party

Waverley Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee
- Surf Life Saving Club Committee (Chair)
- Cultural Advisory Committee
- Southern Sydney Regional Organisation of Councils – Board (Alternate)
- Southern Sydney Regional Organisation of Councils – Sustainability Program Committee (Alternate)



TONY KAY

Liberal Party of Australia

Waverley Ward

Represented Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Access Advisory Committee (Deputy Chair)
- Traffic Committee (Alternate)
- Cultural Advisory Committee

*Subsequent to election as the NSW Government Member for Coogee from 23 March 2019, in accordance with the Local Government Act 1993, Cr Marjorie O'Neill resigned as a Councillor on 16 March 2021.



OUR ORGANISATION

OUR VISION

Connect, Create and Celebrate our People, Places and Partnerships.

OUR MISSION

Wow! This is Waverley.

OUR VALUES

“We are the guardians for our place and our people”

We work TOGETHER and with our community - in our teams and across Council, no silos; building collaborative partnerships

We CARE and demonstrate RESPECT – in our work and in our dealings with others, we take ownership for things, engaging and listening

We strive for EXCELLENCE – to do the right job and to improve and innovate

We DO WHAT WE SAY WE WILL – we honour our commitments and we are accountable.

COUNCIL IS MADE UP OF FOUR DIRECTORATES:

01

GOVERNANCE
AND FINANCE

02

PLANNING,
ENVIRONMENT
AND
REGULATORY

03

COMMUNITY,
ASSETS AND
OPERATIONS

04

CUSTOMER
SERVICE AND
ORGANISATION
IMPROVEMENT

OUR PLANNING FRAMEWORK

All councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework. 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 for the future, with the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to decision making which considers

the Quadruple Bottom Line - social, economic, environmental and civic leadership, and the social justice principles of equity, access, participation and rights. The diagram below shows the framework hierarchy:



THE COMMUNITY STRATEGIC PLAN: WAVERLEY COMMUNITY STRATEGIC 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 2018–2029 has a long-term outlook and covers 11 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters in an integrated manner.

DELIVERY PROGRAM AND THE RESOURCING STRATEGY

The Delivery Program 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. The

Operational Plan 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—Fifth version (LTFP 5.3), Strategic Asset Management Plan—Fifth version (SAMP5) and Workforce Plan—Third version.



EXTERNAL BODIES EXERCISING WAVERLEY COUNCIL FUNCTIONS

In accordance with a direction issued by the Minister for Planning on 22 June 2018, the Waverley Development Assessment Panel was renamed the Waverley Local Planning Panel (WLPP). The WLPP determines significant development applications (DAs) in the Waverley LGA, including those DAs with numerous objections or a

conflict of interest. The WLPP also provides advice to Council on planning proposals. The Minister sets the referral criteria and procedural requirements for the WLPP for Planning. The WLPP is made up of a pool of planning experts and meets monthly. Councillors are no longer involved in the decision-making process

for determining DAs, allowing them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. The WLPP meets on the last Wednesday of the month. Meetings are held at Council Chambers. In 2020–21, the panel had 13 meetings.

PARTNERSHIPS AND COOPERATION

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC), an association of local councils in the south eastern area of Sydney. SSROC provides a forum for the councils to deal with issues in common, particularly those that cross boundaries. Key topics under consideration include planning, environment, transport, community development, urban design, sustainability and local government management
- Waverley Library has a collaborative partnership with five SSROC libraries for the purchase of materials. Waverley Library shares a document delivery van with all libraries in the Sydney metropolitan area
- Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Committee, a coalition of six councils: Bayside Council, City of Sydney Council, Inner West Council, Randwick City Council, Waverley Council and Woollahra Municipal Council
- Council is a member of the Sydney Coastal Councils Group, which includes councils located on Sydney's coastline and aims to promote coordination on the urban coastal environment and waterways
- Council, in conjunction with Woollahra Municipal Council and Randwick City Council, runs the three-Council Regional Environment Program, which undertakes significant projects to achieve meaningful reductions in energy, water and waste across the Eastern Suburbs, including Solar my School, enabling the uptake of electric vehicles, and Compost Revolution
- Council and Woollahra Municipal Council are in partnership to share resources and workforces through the Alexandria Integrated Facility works depot and are in partnership to construct a new State Emergency Service facility to serve their communities jointly
- Council partners with 17 community organisations to provide critical services to the Waverley area and regionally through funding and subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing support, drug and alcohol services and domestic violence support
- Council jointly coordinates the Eastern Sydney Aged and Disability Interagency Network, and Eastern Sydney Youth Services Network with Randwick City Council
- Council coordinates the Homelessness Coalition and is an active member of the Eastern Sydney Homelessness Assertive (outreach) Collaboration, Eastern Sydney Domestic Violence Network, Eastern Sydney Commonwealth Home Support Forum and Eastern Sydney Elder Abuse Collaborative
- Council partners with the Bondi and Districts Chamber of Commerce to host the Waverley Business Forum, Bondi Winter Magic and the Waverley Local Business Awards
- Council is a member of the Cities Power Partnership (CPP), consisting of more than 100 councils from across Australia working together to tackle climate change.

OUR FINANCIAL SNAPSHOT

Council's financial position as at 30 June 2021 was sound.

HIGHLIGHTS

\$150.6m

total income from continuing operations

\$141.5m

total expenses from continuing operations*

\$152.6m

total cash, cash equivalents and investments

\$1.2b

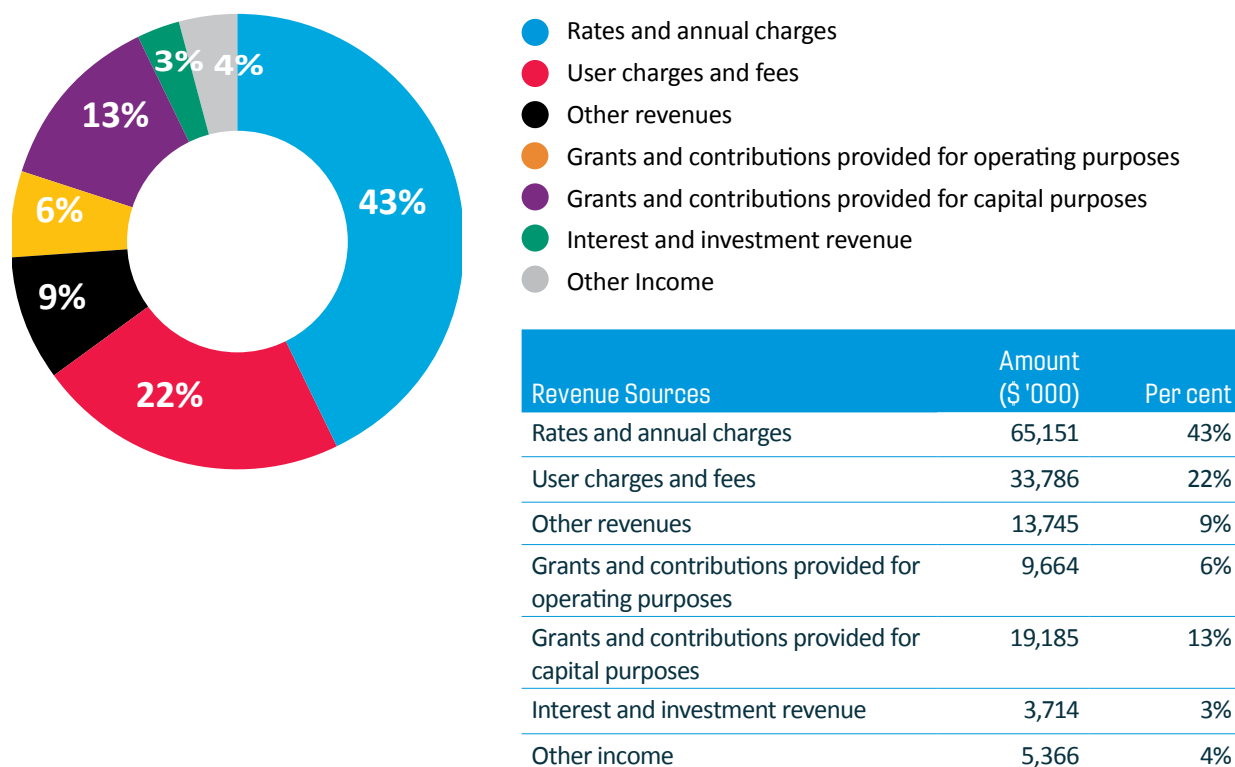
net assets



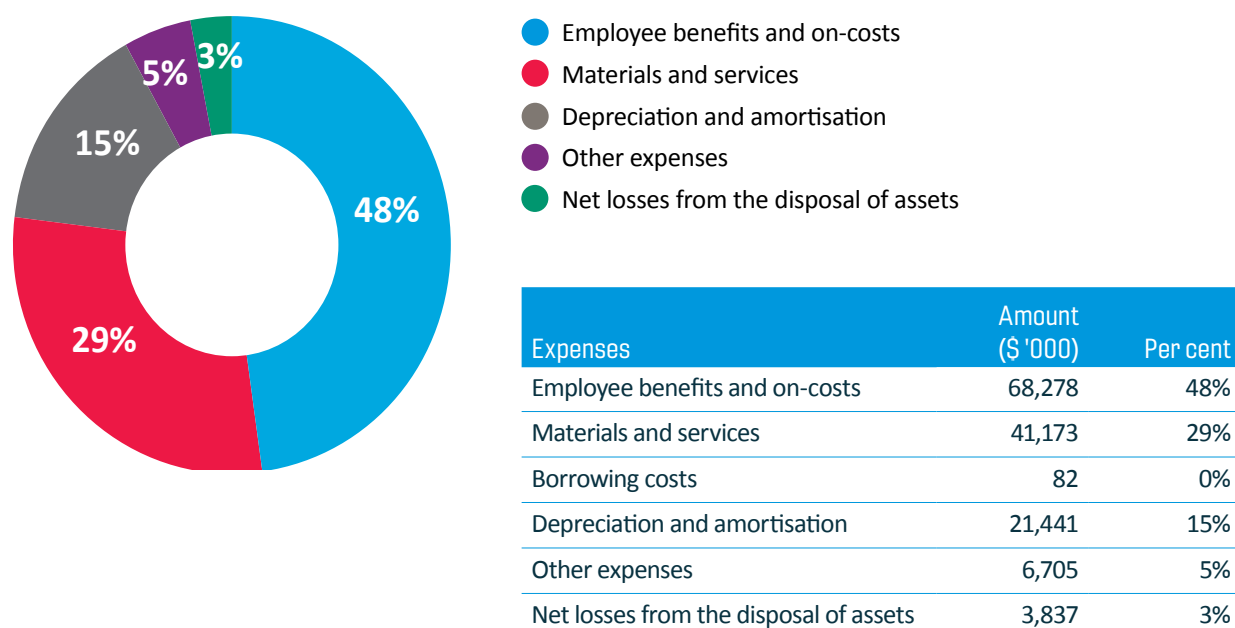
Dover Heights

24

INCOME FROM CONTINUING OPERATIONS ('000)



EXPENSES FROM CONTINUING OPERATIONS ('000)



PERFORMANCE RATIOS

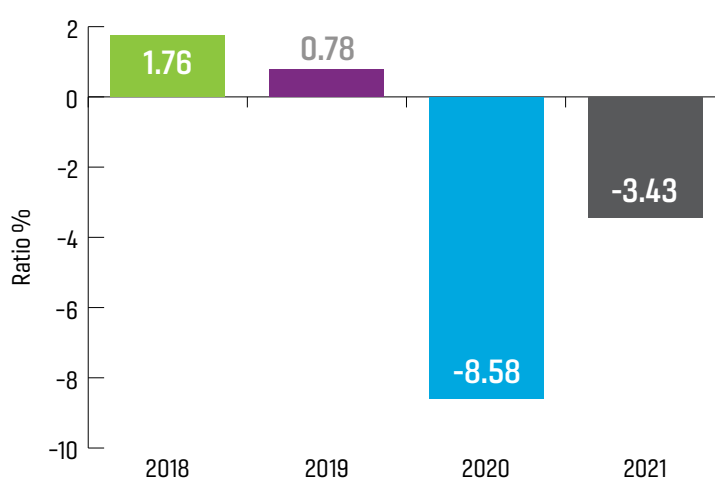
CASH AND INVESTMENTS

Council's Cash and investments amounts to \$152.6 million on 30 June 2021.

OPERATING PERFORMANCE RATIO

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

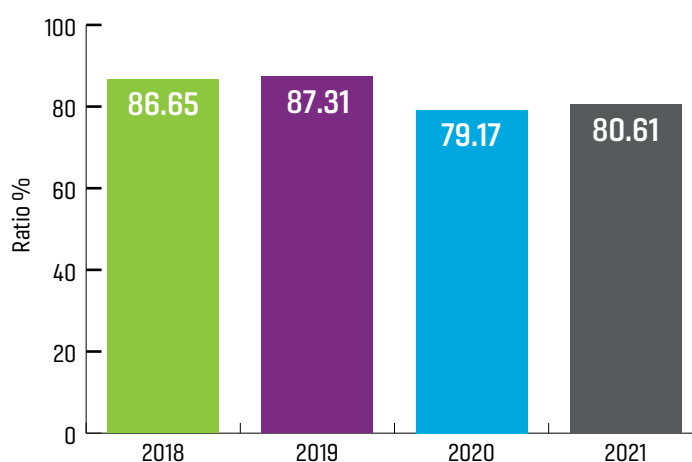
In 2020–21, Council's operating performance was continuously impacted by COVID-19. Council has experienced revenue loss from investment income and COVID relief package. However, Council is proactively managing its costs. As a result, the operating performance ratio has improved from 2019–20, but is still not meeting the industry benchmark of 0.00% for financial year 2020–21.



OWN SOURCE OPERATING REVENUE RATIO

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

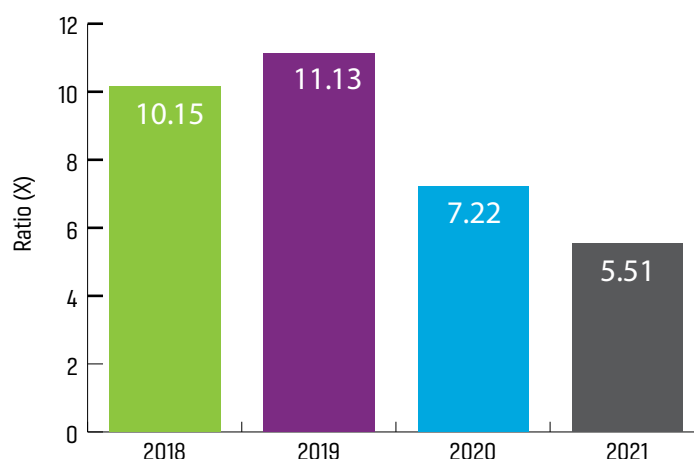
The ratio compares well with the industry benchmark of greater than 60.00%. It shows Council is less reliant on external funding sources to carry out its services & activities.



UNRESTRICTED CURRENT RATIO

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

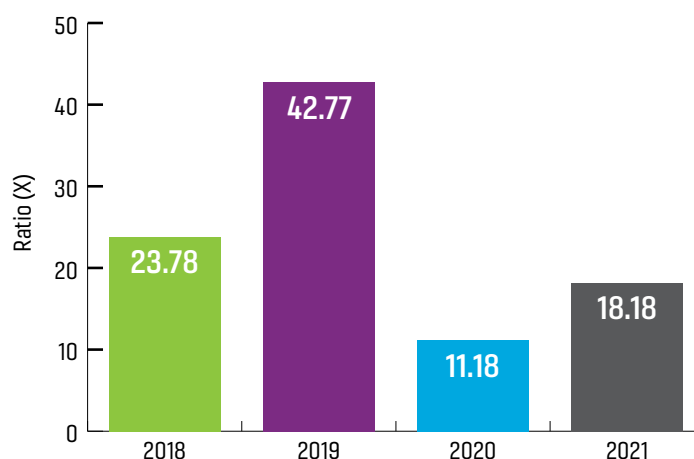
Council's liquidity remains strong with sufficient liquid assets on hand to meet short term obligations as they fall due. It compares well against the industry benchmark of 1.50x.



DEBT SERVICE RATIO

This ratio measures the availability of operating cash to service debt, including interest, principal and lease payments.

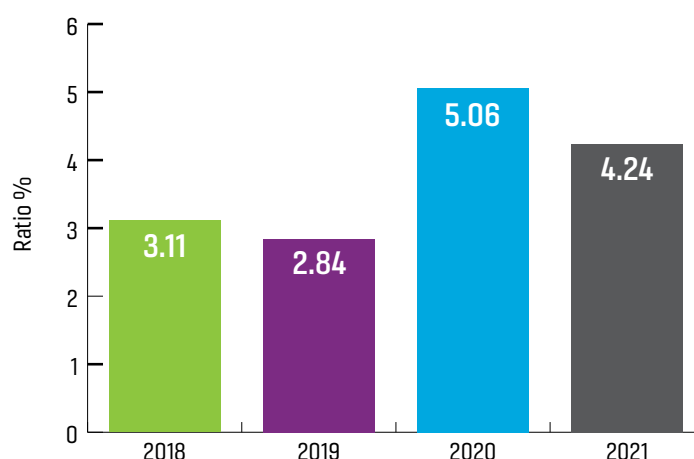
The ratio shows that Council has a strong capacity to repay additional debt and provides a favourable comparison with the industry benchmark of greater than 2.00x.



RATES AND ANNUAL CHARGES OUTSTANDING RATIO

The ratio is used to assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

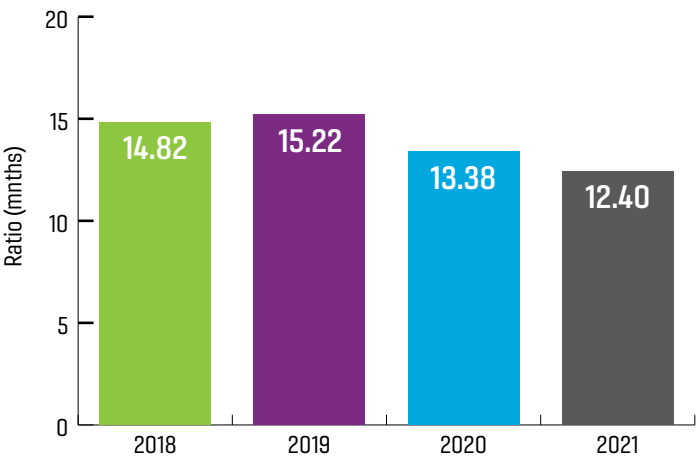
The ratio compares well with the industry benchmark of less than 5.00%.



CASH EXPENSE COVER RATIO

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

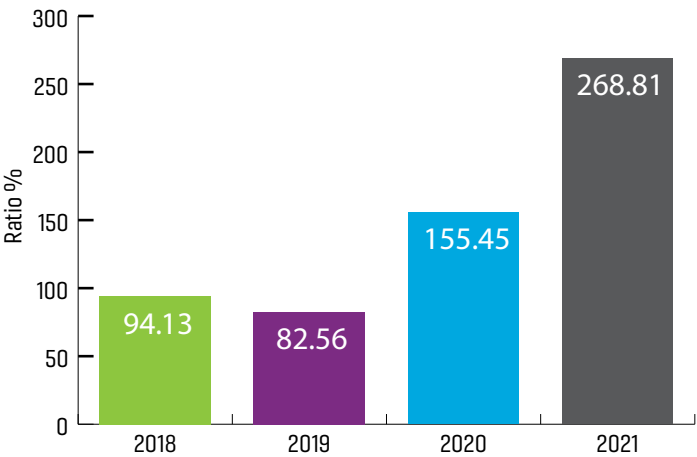
This ratio compares favourably with the industry benchmark of greater than 3.00 months.



BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO

This ratio assesses the rate at which these assets are being renewed relative to the rate they are depreciating.

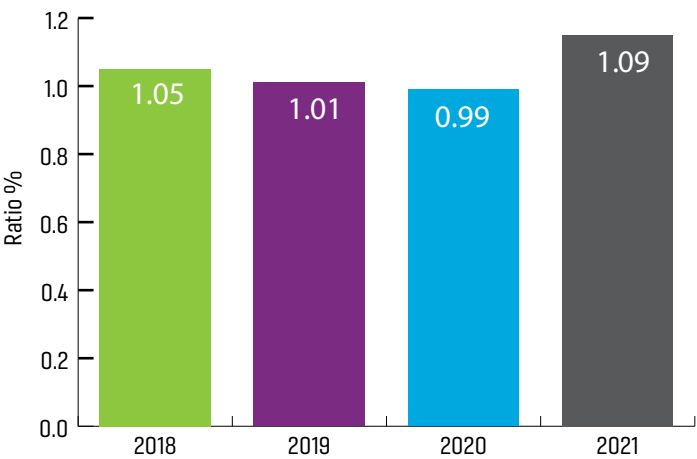
Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) to ensure the assets are keeping to the agreed community satisfactory level. The ratio meets the industry benchmark of greater than or equal to 100%.



INFRASTRUCTURE BACKLOG RATIO

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

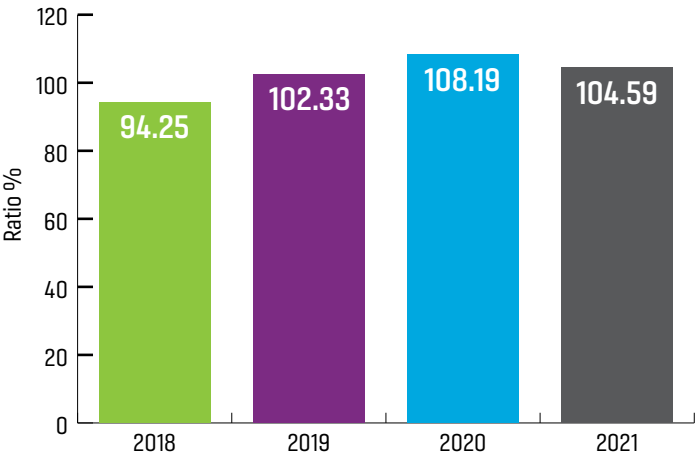
This ratio shows that Council has a small proportion of infrastructure backlog, and it compares favourably with the industry benchmark of less than 2.00%.



ASSET MAINTENANCE RATIO

This ratio compares actual vs required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog from growing.

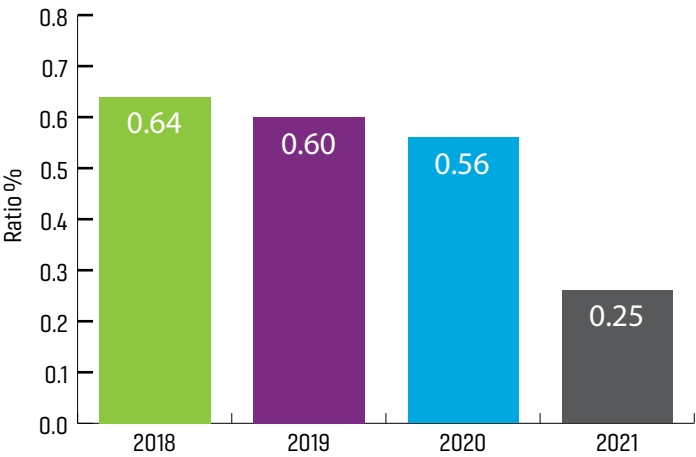
This ratio compares well with the industry benchmark of 100%. It indicates Council 's spending on asset maintenance is sufficient to stop the infrastructure backlog from growing.



COST TO BRING ASSETS TO AGREED SERVICE LEVEL

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under the Council's care and stewardship.

This ratio shows that Council has a small proportion of outstanding infrastructure upgrade/renewal works to bring assets at agreed service levels compared to the total value of its assets.



GRANTS AND DONATIONS AWARDED

In 2020-21, Council awarded a range of community and small grants and donations amounting to \$528,471.

Grants/Donations Awarded	Amount(\$)
Total Grants/Donations	528,471
Community Grants*	314,553
Waverley Action for Youth Services (WAYS) Youth and Family	82,601
Beaches Outreach Program (BOP)	55,000
Wayside Chapel (Norman Andrew's House)	41,200
Bondi Toy Library	25,000
Holdsworth Community Centre	22,077
Randwick Waverley Community Transport	19,085
The Junction Neighbourhood Centre	19,000
Eastern Area Tenants Service (EATS)	18,990
Bondi Beach Cottage	10,000
Bondi Beach Playgroup	5,100
Sculpture by the Sea	5,000
Waverley Bondi Beach Band	5,000
Waverley Randwick Philharmonic Society	4,500
Australian Kiteflyers Society Inc.	2,000
* Community Grants are provided to enable the delivery of services that support the needs of children, women and families; young people and their families; tenants and people who are homeless; people with disability and older people; neighbourhood centres and outreach services.	
Surf Club Grants	92,540
Tamarama Surf Life Saving Club	33,797
Bondi Surf Bathing Life Saving Club	19,581
Bronte Surf Life Saving Club	19,581
North Bondi Surf Life Saving Club	19,581

Small grants support a range of projects including community projects, cultural projects, creative streets projects and environmental projects.

Small Grants		121,378
Recipient	Purpose	Amount
Community and Cultural Projects		82,506
Cameron Stead	Into (Domestic Interventions)	5,000
Jacq Parkes	Hewlett Street Community Garden	5,000
Ocean Lovers Alliance	Litterarty – Schools Waste Art Competition	5,000
Ocean Lovers Alliance	Science and Ocean Labs Workshops	5,000
Robert Farotto	Babelica Down Under	5,000
Rose Bay Secondary College Music Committ	Bondi Pavilion Suite	5,000
Tamarama Surf Lifesaving Club	Holly Days Indigenous Nippers Program	5,000
Victoria West	Garden Improvement Project - Waverley Woollahra Art School	5,000
Waverley Action Group	Charing Cross Community Hub – Communication and Connections	5,000
North Bondi Surf Club	40th Anniversary Women in Surf	5,000
WAYS Youth & Family	A WAYS Safe Summer	4,000
WAYS Youth & Family	Youth Week 2021	3,718
Colette Reynolds	Sea Change – A look back at swimwear	3,000
World Wide Club of Odessites, Australia	Connections – Russian Speaking Seniors	3,000
Dover Heights Shule Inc	Chanukah in the Park	2,869
The Shepherd Centre	Kidscape – Learning program for deaf children	1,704
City East Community College Inc.	City East Mentor Program	1,500
Prince of Wales Hospital Foundation	Headspace at Home Vlog	1,400
Rachel Anne Buch	Womballicorns and the Reimagining of Australian Children's Literature	1,315
Flickerfest	Flickerfest International Short Film Festival	5,000
Head On Foundation	Provide infrastructure for artists	5,000

Small Grants		121,378
Recipient	Purpose	Amount
Environmental Projects		38,872
Various Environment Grants	Solar, Sydney Alliance and Zeitgeist Innovations	8,200
Building Futures Grants	Various Strata Plans	6,560
Bondi Bowling Club Co-operative Limited	Bondi Bowling Club Bore Water Conservation	4,000
Bondi Public School	Know Your Waste	4,000
Replated Pty Ltd	Takeaway Food Container Trial	3,500
Etz Chaim Ltd	Rainwater Tank	2,500
North Bondi Surf Lifesaving Club trading	Powered by Sunshine	2,500
Sondra Beram	No Takeaway Cups Bondi (Bru Café)	2,500
Transition Sydney Incorporated	Littering reduction with beach clean-up	1,612
Porch and Parlour	Milk Juggler System	1,500
Mount Zion Early Learning centre	Sustainable Garden Project – Gan Yeladim	1,000
Trio Bondi Beach	Increase Recycling	1,000

32

*North Bondi*

33

33

Part 02.

DELIVERY PROGRAM ACHIEVEMENTS

Annual Report 2020-21



ARTS AND CULTURE

We 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, innovation and making our public spaces more visually appealing. The Art and Culture theme in the Waverley Community Strategic Plan 2018–2029 strives for a Waverley community enriched by opportunities to celebrate and participate in art and culture.



YEAR IN REVIEW

2020 MARK AND EVETTE MORAN NIB LITERARY AWARD

The Mark and Evette Moran Nib Literary Award is Council's annual celebration of Australian research and writing. In 2020, the award winners were announced online in November.

- Rebecca Giggs (Scribe Publications) won the Mark & Evette Moran Nib Literary Award for *Fathoms: The World in the Whale*
- Suzanne Leal (Allen & Unwin) won the Nib People's Choice Prize for *The Deceptions*.

This year six writers were finalists and winners of the Alex Buzo Shortlist Prize. The People's Choice Award received 435 votes. The public polling webpage had more than 1,000 page visits, demonstrating the community's strong interest in finding out more

about the finalists and the award generally. In light of the COVID-19 pandemic, the Nib Award winner's announcement event was organised online for the first time in 2020. The changed format was well received with more engaging online content. The recorded event was viewed around 700 times on Council's YouTube and Facebook accounts.

34TH WAVERLEY ART PRIZE

Narrative painter and former Waverley Artist in Residence, Phil James, was named Waverley Art Prize winner for his oil on vintage canvas *Still Life Day*.

Still Life Day is a playful artwork depicting Phil James' trademark cartoon-style characters set. The Waverley Art Prize online exhibition was held in July 2020 and included voting for the People's Choice Prize. Rowan

Robertson was the recipient of the Mayor's Prize for *In the landscape of Spring*, and Luke Kennedy won the Oil Painting Prize for *Puts on new Nikes, walks out of Myer*. Other winners were:

- Catherine O'Donnell won the Drawing Prize for *Union Street*
- Sarah Edmondson won the Mixed Media category for *Sorry*
- Luke Cornish won the Printmaking Prize for *Anthropocene*
- Suzanne Alexander won the Acrylic Prize for *Summer*.

WAVERLEY YOUTH ART PRIZE

The Waverley Youth Art Prize is an annual event for emerging artists of 9–18 years of age, held over divisions: Junior (9–12), Intermediate (13–15) and Senior (16–18 years). In June 2021, the 36th Waverley Youth Art Prize winners were announced.



Here with me, by Claudia Shagrin



Families at the airport, by Zac Lusthaus



Flickerfest

This year the theme was *We are family- ancestors, bloodlines and belonging*.

- In the Senior Category, Claudia Shagrin won the first prize for *Here with me*
- In the Intermediate Category, Joao Coelho won first prize for *The Family Tree*
- In the Junior Category, Zac Lusthaus won first prize for *Families at the airport*
- Molly North won the Best Interpretation of the Theme prize for *So Much More*
- Aerial Berger won the Best Sculpture prize for *A Family Lunch*
- Coco and Jet Batu-Sampson won the Best Video for *We have so much to learn from our FAMILY*
- Talia Lapedus and Pearl Collins won the Mayor's Prize for their works *Timeless* and *The Warmth and Character of the Collins Clan*.

This year's winners received art packs full of creative materials to help with their future masterpieces, while the Senior Category winner received a week's attendance at Sydney's National Art School.

FESTIVAL OF PLACE SUMMER GRANT

Council received an NSW Government Festival of Place Summer Grant. The grant was used to fund the Harmony Day 2020 concert in Oxford Street Mall, delivered in partnership with Sydney Improvised Music Association. The concert featured a diverse array of musicians. Approximately 800 people attended the event, resulting in a 10% increase in visitors to the area.

WAVERLEY ARTS AND CULTURE PLAN

The Waverley Arts and Culture Plan 2021–2026 was finalised and endorsed by Council at its meeting in April 2021. The Plan integrated the ideas and feedback received from members of the community in 2019. Consultation included an online survey (185 responses), focus groups with the community and stakeholders (35 participants), community intercept conversations (75 participants), and long-form submissions from community members, community groups, organisations and businesses (six submissions). In May and June 2020, officers conducted one-on-one meetings with all stakeholders

to refine the draft. Following the feedback received, the final version of the Plan was prepared and presented to Council.

Council has established the Waverley Arts and Culture Advisory Committee. The committee has met three times and will continue to provide expert advice to Council officers on the progression of goals, actions and measures outlined in the plan.

OUTDOOR AND FLAGSHIP EVENTS

Events and programs delivered during the year in partnership with community groups and creative organisations include:

- Head On Photo Exhibition, an exhibition of photographs along the Bondi Beach promenade railings
- Festive Decorations, a project to decorate and illuminate high visibility locations throughout the LGA with Christmas lights and decorations including street flags and a menorah
- Carols pop-ups, a Christmas Carols program delivered by several local musicians at various pop-up locations throughout the LGA
- Chanukah by the Sea, Jewish

community event hosted in North Bondi Park

- Chanukah in the Park, Jewish community event hosted in Dudley Page Reserve
- Flickerfest Short Film Festival, hosted in the Spiegeltent in North Bondi Park
- Bronte House open weekend
- Global Table, a multicultural event celebrating food, culture and entertainment from all over the world in Oxford Street Mall
- Pound Paws community event raising awareness for rescued pets. Council's small grants program supports this event
- Run for the Oceans, South Bondi Park
- COMMAS Fashion week show at Tamarama beach.

FESTIVAL OF THE WINDS

In response to the COVID-19 pandemic, the 42nd Festival of the Winds in 2020 was adapted and delivered as a series of online events on a purpose-built Festival of the

Winds website, as well as a short film project involving a modest display of professional kite displays on the beach.

The online program featured:

- *Let's Go Fly a Kite* online workshop for children with artist Julia Gutman offering a kiteflying inspired drawing session
- In partnership with Sydney Improvised Music Association, the Eishan Ensemble performed, drawing on contemporary and classical music traditions of both East and West
- Steampunk Poster online workshop with Wendy Murray, a fast, fun session for children exploring the world of poster design using typography tricks and steampunk creations
- The Science of Flight online workshop with artist and scientist Laura Jade for children to create an unusual flying machine and explore how crafts and creatures manage to take flight.

BORAT PROMOTION FILM PERMIT

In October 2020, Waverley hosted a major film promotion for the international launch of the latest Borat film. The production was undertaken in conjunction with Screen NSW and Amazon Prime. A six-metre-high statue of Borat was delivered by helicopter to Marks Park, where the international media awaited a live-streamed appearance from Borat on a giant screen. Activities such as Borat lookalikes surfing, spear fishing, riding skateboards and working out in the Bondi Outdoor gym were filmed around Bondi to support the main event. The highlight was forty Borat lookalikes performing yoga on the beach.

LIBRARY CREATIVE AND EDUCATIONAL PROGRAMS

Waverley Library delivered 143 creative programs, including 82 face to face programs and 61



Borat Promotion



38



Global Table

online creative events despite being physically closed due to COVID-19. These programs include Sketchflash, collage making, multicultural cooking classes, knitting, colouring in and children's craft.

Other programs delivered include 290 educational programs - 194 face to face and 94 online sessions. Topics ranged from Indigenous culture and music to health awareness. In addition, Children's

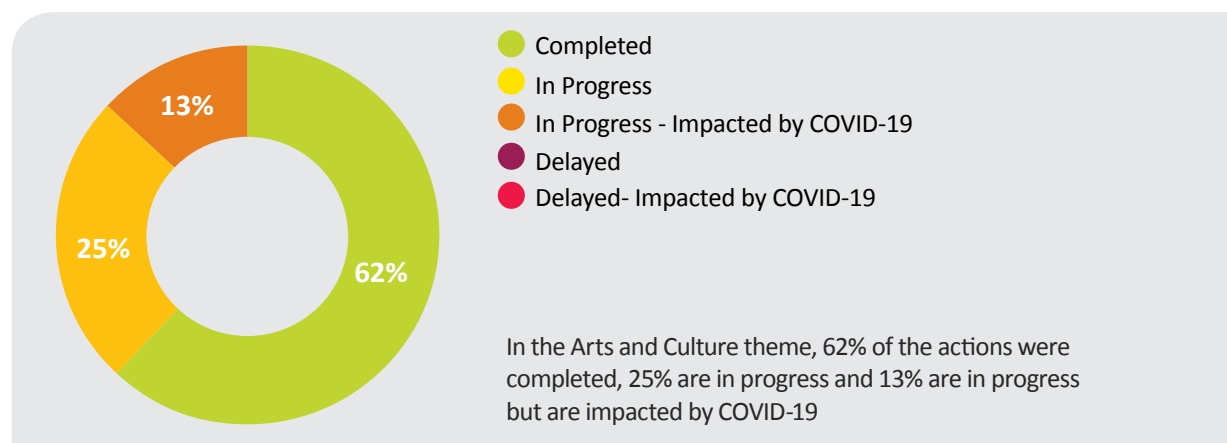
storytimes were recorded and uploaded to Facebook.

The first online storytime reached an audience of 3,434 people with more than 1,700 views. Technology programs catered for all ages and included Minecraft clubs, iPad and Facebook beginner sessions, online tabletop games and Ancestry.com.

School holidays programs for children included songwriting, performance, visual art and craft

workshops, creative electronics, cricket and cheerleading.

ARTS AND CULTURE





Bondi Music Week



COMMUNITY SERVICES AND WELL-BEING

We have a strong focus on 'not leaving anyone behind' and fostering a sense of community connections, belonging and pride. We aim to be at the forefront of reforms in addressing complex social issues, working with the community to ensure their well-being. This theme in the Waverley Community Strategic Plan 2018–2029 is about building a vibrant, caring, resilient and inclusive community.



YEAR IN REVIEW

OUR VISION FOR INCLUSION

Our Vision for Inclusion video was launched on 3 December 2020, the International Day of People Living with Disability. The video showcases the Waverley Community Living Program (WCLP) participants addressing bullying, employment, relationships and social stigma faced by people with disability. Living the Dream is a group of eight WCLP participants who meet regularly to work on projects that raise awareness of inclusion and human rights for people with disability. It is this group that created the video story, Our Vision for Inclusion.

PARTNERSHIPS AND OUTREACH INITIATIVES

- Funded by the Central and Eastern Sydney Primary Health Network, Council in partnership with Randwick, Woollahra and

Bayside Councils participated in and supported the Eastern Suburbs Domestic Violence Network's 'We're Better than that' campaign. The campaign targets domestic violence and promotes respect and healthy relationships.

- Council participated in the South East Culturally and Linguistically Diverse People Water Safety Committee, aiming to improve water safety at beaches, pools and other waterways for people from a culturally and linguistically diverse background
- In partnership with Randwick Council, the Eastern Sydney Youth Services Network (ESYSN) transitioned to online meetings to facilitate a connected network and monitor community needs. The ESYSN continued to meet online and was able to hold face to face meetings in March and May with representatives from 32 youth services organisations

The focus for these meetings included: support for young carers, the impact of funding reforms for local youth support and casework services, 2021 Census homelessness remuneration, NSW Police sexual assault reporting pathways and education support for disengaged young people. Eight ESYSN meetings were held in 2020–21, averaging 23 participants

- The Transition to High School for vulnerable students project was held in August 2021. This project is an outcome of a partnership with the NSW Department of Education and NSW Health School Link. Online meetings enabled high school staff to meet with feeder primary school staff to support for identified students. Forty-one primary schools, eight high schools and eight service providers attended to discuss issues affecting about



Our Vision for inclusion WCLP participants



120 students

- The Eastern Suburbs Homelessness Assertive outreach collaboration meets monthly to support people with complex needs sleeping rough. Regular outreach services are provided by the specialist homelessness services in Bondi Junction, Bondi Beach and other suburbs when people are referred for support
- In February 2021, Council coordinated the Eastern Suburbs Street Count in partnership with Woollahra and Randwick Councils. Twenty-eight people were counted in the Eastern Suburbs, with 14 people in the Waverley area. Over the years, Waverley has seen a gradual reduction in people sleeping rough. This is due to the success of the collaborative approach to addressing homelessness and NSW Government strategies developed in response to COVID-19
- Council was one of six Councils in NSW chosen to be part of the Council for Intellectual Disability, More than just a Job initiative. In September 2020, Council staff were trained to support employment and traineeships for people with intellectual disabilities within Council. It was co-delivered by Council for

Intellectual Disability and a resident living with an intellectual disability. Staff across five areas of the Council participated. The training provided good foundations for a more disability inclusive workplace

- The regional Ageing and Disability Interagency is convened by Council in partnership with the City of Sydney and Randwick Councils. More than 45 service providers attended the bimonthly online meetings. Issues discussed included reforms in the ageing and disability sectors, mental health, and carer supports. Council officers participated in the Abuse of Older People Collaborative and the Digital Inclusion Working Party. In October 2020, a digital inclusion webinar was held showcasing initiatives to close the digital divide
- Council staff participated in South Eastern Sydney Local Health District forums regarding health promotion initiatives related to COVID-19 and the vaccination rollout
- Neighbour Day was held in March 2021, engaging various shared garden groups and community members across Waverley. The event culminated in a Bushtucker

and Waterwise Gardening presentation at the Waverley Community Garden. This annual event provides opportunities for locals to meet one another and be inspired to join the growing urban gardening network in Waverley.

NAIDOC WEEK 2020

In November 2020, during NAIDOC week, an online Australian Indigenous Voices in Literature event was held with three Indigenous authors, with 60 people participating. In addition, an Aboriginal educator from Gujaga Child Care Centre ran a Dharawal language workshop for the children at Bronte Early Education Centre. Other centres were able to join in via Zoom.

WAVERLEY COMMUNITY AND SHARED GARDEN

In July 2020, a COVID-safe working bee was organised at Niblick Street Shared Garden engaging local residents, parents and children from Uniting Early Learning North Bondi.

In August 2020, Council with community members organised a COVID-safe working bee at O'Donnell Street Reserve to

reinvigorate the four raised garden beds at this location.

Council engaged two small teams to undertake COVID-safe garden maintenance and improvement work in the Waverley Community Garden in July and September 2020.

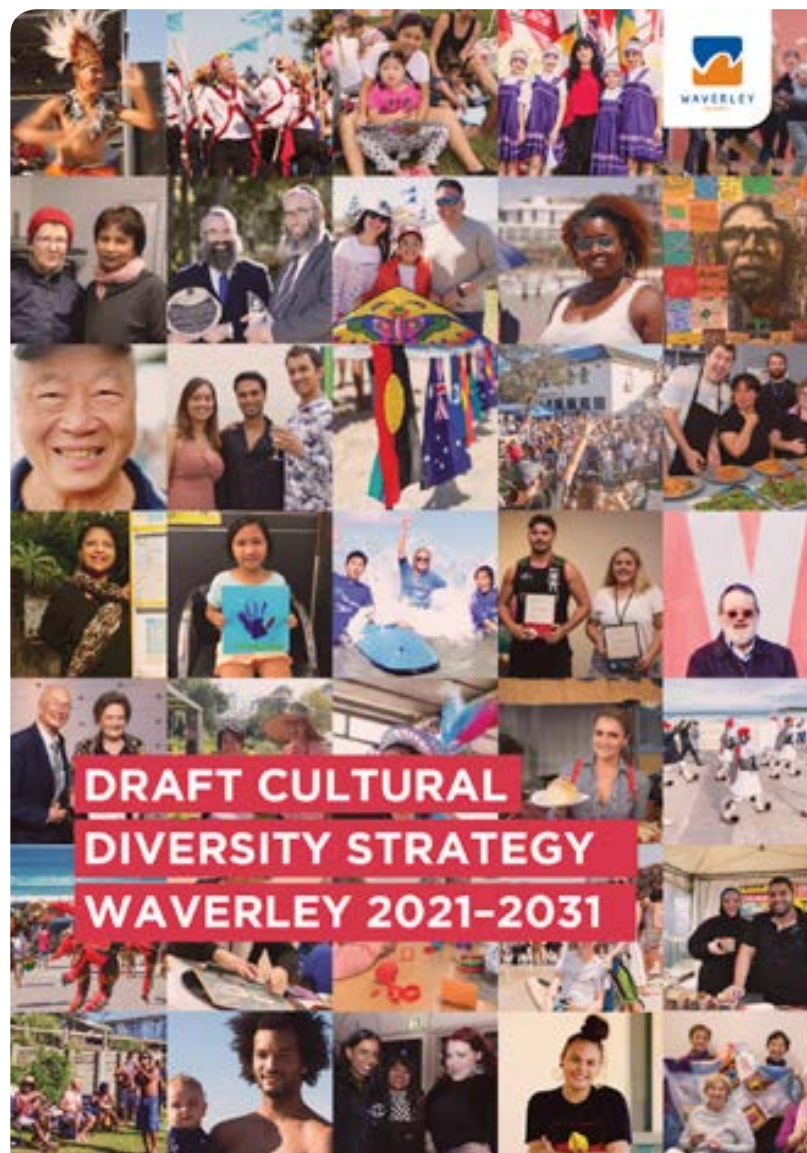
In July, a group from Salesforce were involved, assisting with weeding, pruning, sifting pebbles, installing the benches and shelves in the greenhouse, and moving mulch. In September 2020, a small group from Challenger Unlimited assisted in moving and sifting soil, creating a new secure space for our green bins, redesigning a pathway area in the garden, and pruning some overgrown trees.

The draft Public Gardening Policy and Verge Garden Guidelines was prepared. These documents, and a project control group were established to simplify and streamline the process for residents interested in gardening in public spaces.

Council continued to support more than 13 shared gardens in the Waverley community at multiple locations. Community gardens provide an opportunity for residents to connect with others, beautify their local community and contribute positively to the environment.

Shared gardens at Waverley Woollahra Arts School, St James Road Reserve and Henderson Street were re-established.

The Waverley Community Garden continued to thrive with 40 plot holders regularly accessing the garden. More opportunities were also provided for children, people with a disability and socially



isolated residents to connect with nature and one another through the engagement of new local groups. A Waverley Public Gardening Network was established for all LGA shared and community garden groups to connect via monthly gathering.

DRAFT CULTURAL DIVERSITY STRATEGY

The draft Cultural Diversity Strategy was placed on public exhibition in June 2021. The Cultural Diversity Strategy sets out a vision and roadmap for Council, partners, and the community, to work together to build and

maintain a welcoming and cohesive Waverley for people from culturally diverse backgrounds. It recognises that recent global trends and movements have local implications, including rising polarisation and intolerance, increasing our focus on the importance of planning for cities and communities that are socially just and resilient.

ELSA DIXON ABORIGINAL EMPLOYMENT PROGRAM

In 2020–21, six high school students were employed as school based trainees through the Elsa Dixon Aboriginal Employment Program, working in horticulture,

early education, and administration. One trainee who had begun in 2019 completed his traineeship in December 2020 and is now undertaking a four year apprenticeship in parks and gardens.

RECONCILIATION ACTION PLAN (RAP)

The RAP Advisory Committee was formed with six Aboriginal and Torres Strait Islander members representing the local Waverley community and the La Perouse community.

Raymond Ingrey, the Chairman of the Gujaga Foundation, presented an online session to staff around

the history of La Perouse during National Reconciliation Week. More than 40 staff participated in this session.

A cultural audit and co-naming project has begun. Council is working with the Gujaga Foundation to identify appropriate room/space names in the local language for inclusion in the Bondi Pavilion.

WAVERLEY LOCAL HEROES 2021

In May 2021, Council hosted the Local Hero Awards at the North Bondi Surf Life Saving Club. The ceremony was held to recognise and celebrate the incredible work Waverley's volunteers do for our community. Rev Graham Long AM

was a guest speaker who affirmed the importance of volunteering for individuals and the community.

SUPPORT FOR CHILDREN, FAMILIES AND YOUNG PEOPLE

Council delivered multiple parent education sessions online in response to the COVID-19 pandemic. Information disseminated via newsletter and online focused on resilience and coping strategies. A webpage was created to house parenting resources and includes presentation videos providing a resource for participants and others unable to attend sessions. Parent seminars reached 285 community members. Seminars

Waverley Local Heroes 2021

Category	
STRENGTHENING COMMUNITY	
Winner	Louise Mulroney
Certificate of Commendation	Sondra Beram
COMMUNITY LIFE	
Winner	Lynette Smith
COMMUNITY VOLUNTEER	
Winner	Belinda Head
Certificate of Commendation	Robin Queenan
YOUNG LOCAL HERO AWARD	
Certificate of Commendation	Alice Lee and David Lee
WORKING TOGETHER	
Winner	WIRES Eastern Branch
Certificate of Commendation	Eastside Community Group Wilderness Society
SECOND NATURE CHAMPION	
Winner	Kit Shepherd
Certificate of Commendation	Maddie Ross



45

held during 2020-21 included:

- Healthy Mouths for Kids 0 - 5 with the NSW Health Oral Health Service for South Eastern Sydney Local Health District (SESLHD)
- The Journey to Parenthood co-presented by Council Family Support and SESLHD Child and Family Health Service
- Early Years Development: information for families with children aged 0 – 5 presented by the Tumbatin Clinic, Children's Hospital, Randwick
- Talking with Teens about Challenging Teenage Issues – for families with children 10 – 17 years was held in partnership with WAYS Youth and Family
- Communication Development for Bilingual Children 0 – 5 was presented by Lighthouse Speech Pathology, Bondi Junction
- The Starting School Forum was held in partnership with Woollahra Council, local

primary schools and Early Childhood Australia

- Respectful Relationships and Consent in partnership with Woollahra Council.

Council prepared its first Child Safe Policy to guide Council and the community in developing strategies, attitudes and behaviours that keep children safe. The key message is that keeping children safe is everybody's business. A working group was established for the implementation of the Child Safe Policy across the Council.

The Bondi Blitz youth music festival is a partnership between Waverley and Woollahra Councils and WAYS Youth and Family Services. The minor COVID-safe event was held in November 2020 at the WAYS premises in Bondi Beach. Skate workshops were organised for small groups. In addition, a sexual health workshop and live music performances by local young bands were performed to a small live audience and streamed via social media, reaching approximately 500 to 1,000 community members. A

total of 33 young people were involved in designing and planning the event, and 47 young people participated in live activities on the day.

Youth Week 2021 was held as a COVID-safe event. This resulted in a Mini Bondi Blitz that gave an opportunity to young performers to perform a 40-minute set for a local audience of young people, families and community members at the Bondi Market in June 2021. The event was the vision of the youth reference group and provided practical experience in event planning and coordination and raised community awareness about issues such as mental health, education and career aspirations. Approximately 150 young people attended and 10 young people were involved in event coordination.

Launched during Youth Week 2021, the youth survey for young people aged 14 years received 148 responses. The feedback received will inform the next iteration of Waverley's Community Strategic Plan.

LOCAL SCHOOL ENTERPRISE PROJECT – VIRTUAL INDUSTRY TOUR AND STUDENT WEBINAR

The virtual tour platform was produced in partnership with Training Services NSW instead of the cancelled student career education forum due to COVID-19. The virtual tour was launched in local high schools during week two of Term 4, 2020 and featured Council staff sharing details about their diverse career pathways and available opportunities to young people who choose to apply for traineeships with Council. By November 2020, more than 100 students from Years 9 – 12 viewed the resource.

EARLY EDUCATION AND CARE SERVICES

In December 2020 and January 2021, three of our Early Education Centres were upgraded as part of Council's capital works program with significant enhancements to indoor and outdoor environments. During the upgrade, families were provided with education and care services at two alternative sites - Dover Heights and Woollahra Preschool, during the extended holiday closure.

Mill Hill and Gardiner Early Education Centres completed the NSW Department of Education assessment and rating in March 2021. Mill Hill received an exceeding rating in all seven quality areas, and Gardiner received an overall meeting rating, exceeding in three quality areas. In addition, Waverley Early Education Centres participated in the Waverley

Virtual Industry tour through the Regional Industry Education Partnerships program.

Council's four Early Education Centres and Family Day Care services have been highly utilised over the past year, with positive feedback from families. Children's Services intergenerational program in partnership with Uniting Edina was placed on hold due to COVID-19. However, the Family Day Care educators maintained a connection with the elderly residents by sending care packages and paintings created by the children.

PROGRAMS FOR OLDER PEOPLE AND PEOPLE WITH DISABILITY

Waverley Community and Seniors Centre

During the lockdown, Waverley Community and Seniors Centre delivered a fitness and social activities program via Zoom. The classes were well received. Centre staff also contacted clients to offer individual support. In November 2020, the Centre reopened for face-to-face classes, and operational changes were made to meet public health orders and to provide a COVID safe environment for participants and staff. In February 2021, all programs moved to Waverley Library during upgrades and restoration works at the Mill Hill Community Centre and Boot Factory in 2021–22.

Waverley Community Living Program

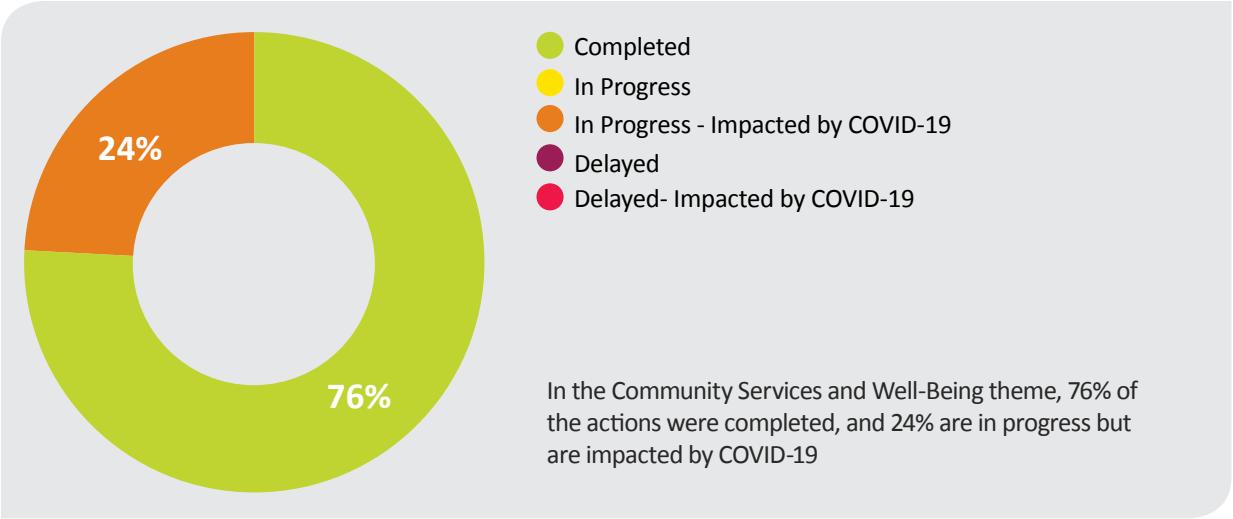
Council's Waverley Community Living Program (WCLP) continued to provide individual and group supports to participants living with

an intellectual disability. While some essential services continued to be delivered in person, many moved to remote service provision. Staff also supported participants and families to understand the COVID-19 public health orders, developed Easy Read information and supported people to get tested and vaccinated.

AFFORDABLE AND SOCIAL HOUSING REVIEW

The Affordable and Social Housing Review project was completed in May 2021. The consultant's report included research, analysis, comparisons and recommendations to improve Council's current model and suggestions for growing provision. An EOI for membership of the re-constituted Housing Advisory Committee was completed in May 2021 to focus discussion and provide feedback on future directions

COMMUNITY SERVICES AND WELL-BEING



48



Youth Week



RECREATION AND OPEN SPACES

Waverley has about 10 hectares of open space used by 74,000 residents, 27,000 workers and more than 3,000,000 tourists annually. This equates to approximately 1.43 hectares per 1,000 residents, where the standard is 2.32 hectares per 100 residents. The Recreation and Open Spaces theme in the Waverley Community Strategic Plan 2018–2029 aspires us to be a Council that is a leader and innovator in open spaces and recreational facilities that support a healthy, happy and connected community.



Annual Report 2020-21

YEAR IN REVIEW

WAVERLEY OPEN SPACE AND RECREATION STRATEGY

In April 2021, Council endorsed its new Open Space and Recreation Strategy 2021–2031 for 80 parks and reserves and associated facilities such as sporting grounds, playgrounds and walking tracks. The Open Space and Recreation Strategy will guide Council in providing and maintaining the sport, recreation and open space facilities that meet community's needs now and into the future. The feedback received from the community informed the finalisation of this strategy. The focus areas for the next 10 years are to:

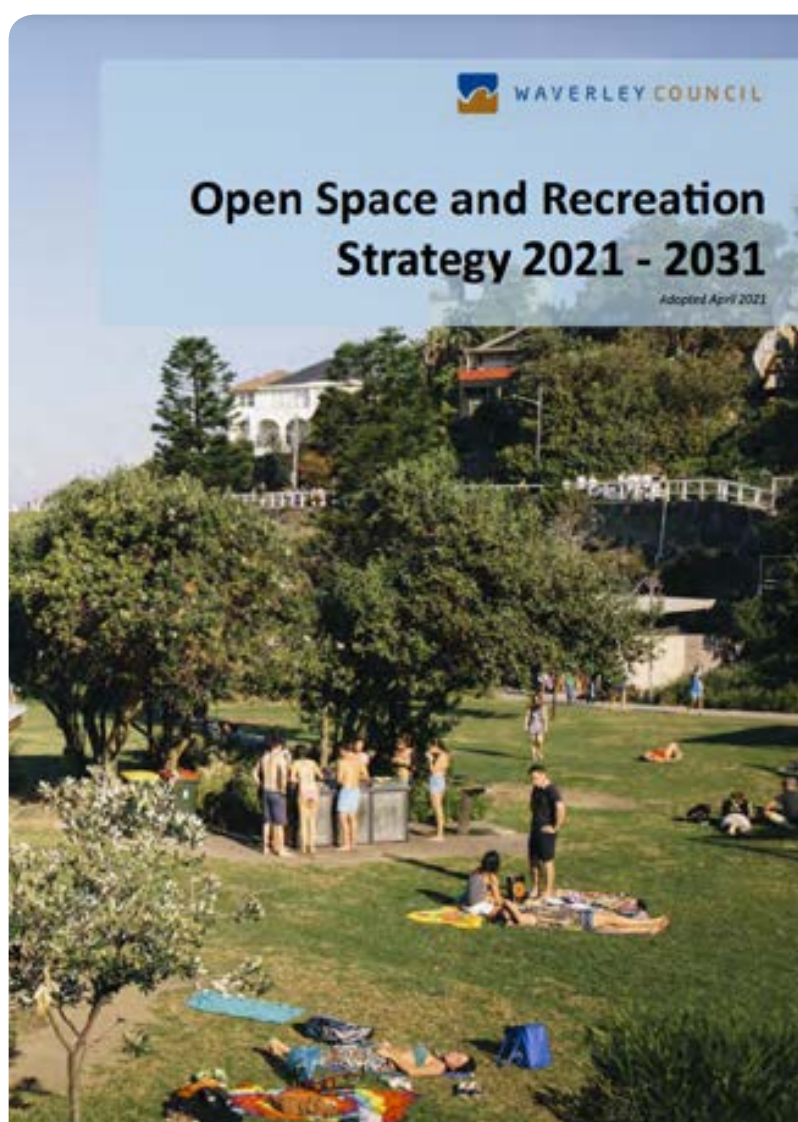
- Develop an open space network and hierarchy to guide management and maintenance activities in line with the level of activity, facilities and level of service for each space
- Adopt a maintenance and servicing framework for parks and reserves that relates to the open space hierarchy
- Increase the capacity of existing sports fields
- Explore opportunities to secure land in strategic locations to increase the provision of community recreation spaces
- Improve the pedestrian environment and wayfinding for walking routes around open and recreation spaces
- Improve provision of toilet and water fountain facilities at sports fields and along the cliff walk
- Establish a framework to support

ongoing community and stakeholder engagement in the planning and management of open and recreation spaces.

INCLUSIVE PLAY SPACE STUDY

Council completed an Inclusive Play Space Study to provide strategic

direction on providing inclusive play spaces where everyone can play - regardless of their age or ability. The Study completed in 2020 forms a supporting document to Council's Play Space Strategy 2014–2029, providing key guidance on access, inclusion, and equity when Council plans and designs new play spaces. The study also





Varna Park Upgrade

explores new concepts such as providing for intergenerational play.

The Inclusive Play Space Study was awarded the NSW-ACT Strategic Planning Award from Parks and Leisure Australia in 2021.

OUTDOOR PUBLIC SPACES

In September 2020, Council released a plan for the operational management of outdoor public spaces and beaches over summer. The purpose of the plan is to help Council manage beaches and open spaces in a COVID-safe way and in line with Public Health Orders and health advice. The plan covers Waverley's beaches, parks and reserves, the Bondi to Bronte coastal walk, picnic tables, BBQs, outdoor seating areas and outdoor fitness stations and playgrounds.

BONDI PARK PLAN OF MANAGEMENT

In June 2021, the Bondi Park, Beach and Pavilion Plan of Management was updated. The updates make provision for leasing and licencing to be awarded in the upcoming refurbished Pavilion building. The Plan of Management will continue to guide works at Bondi Park over the coming decade.

BONDI PARK IMPROVEMENTS

Bondi Park playground and fitness station was refurbished and re-opened in late 2020. The works to the playground included new fencing, multi-play equipment for toddlers, musical instruments, a nature play area and bubblers. Older play equipment, picnic shelters and softfall were repaired and refurbished, rubber softfall

replaced, water bubbler relocated, concrete pads provided to high wear zones and fitness equipment pieces were repaired as required. Works were completed in October 2020.

In Bondi Park, new paths were installed to two picnic shelters to create accessible links, sandstone paving was installed under the pandanas and new bins installed throughout the park.

VARNA PARK REFURBISHMENT AND FITNESS STATION

In 2019, Council received funding from the NSW Government through the Stronger Communities Fund to improve Varna Park. Two rounds of consultation were completed resulting in plans to make improvements across the park. Construction was completed

52

in 2021 and included:

- New picnic shelter to replace the existing picnic shelter which has reached the end of its useful life
- New exercise station
- New drinking fountains to replace the old drinking fountain
- New edging to the softfall mulch around the playground
- New bin enclosures with dog bag dispensers
- Removal of old seats which have reached the end of their useful life
- Removal and pruning of any unhealthy trees in the park
- New turf
- New park and wayfinding signs at park entries.

THOMAS HOGAN RESERVE IMPROVEMENTS

Council has completed improvements to the lower park in 2020. The design of these works was based on the master plan developed in the Plan of Management and subsequent consultation. Park improvements included:

- New universal access pathway connection from paved Francis Street entry to base of Martin's Avenue stairs and seats in the central lawn
- New equal access path to the community hall
- New decking area to the community hall, providing level universal access to the main entry and side entry (kitchen)
- Addressing the flooding issue around the community hall
- Improve the lawn area in front of the community hall



Bondi Park Fitness Station

- Improve light and growing conditions for the historic fig and lawn areas
- Bush regeneration of the reserve's slopes.

IMPROVEMENTS ON THE CLIFF TOP WALK

Following an asset assessment on structural integrity, safety, and serviceability of various accessway structures (stairs, footpaths, boardwalks and associated facilities) at Tamarama Park,

Eastern Avenue and Diamond Bay Clifftop Walkways, the following works were completed.

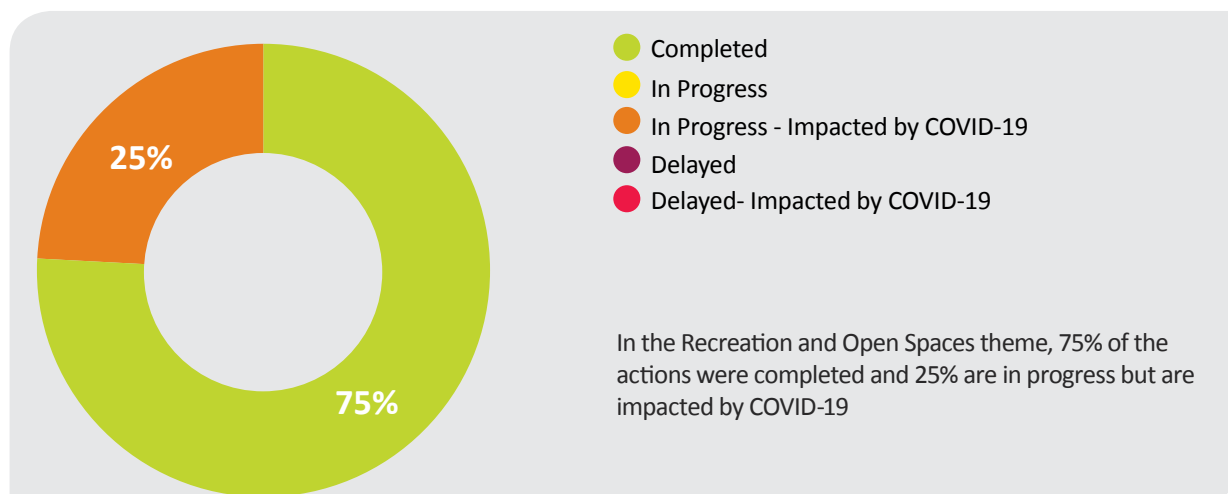
- Repair works in Eastern Avenue and Diamond Bay
- New sandstone stairs in Eastern Reserve control erosion
- Additional native planting and improvements to the entry to cliff top park.

Further works are rescheduled for implementation in 2022.



Thomas Hogan Reserve improvements

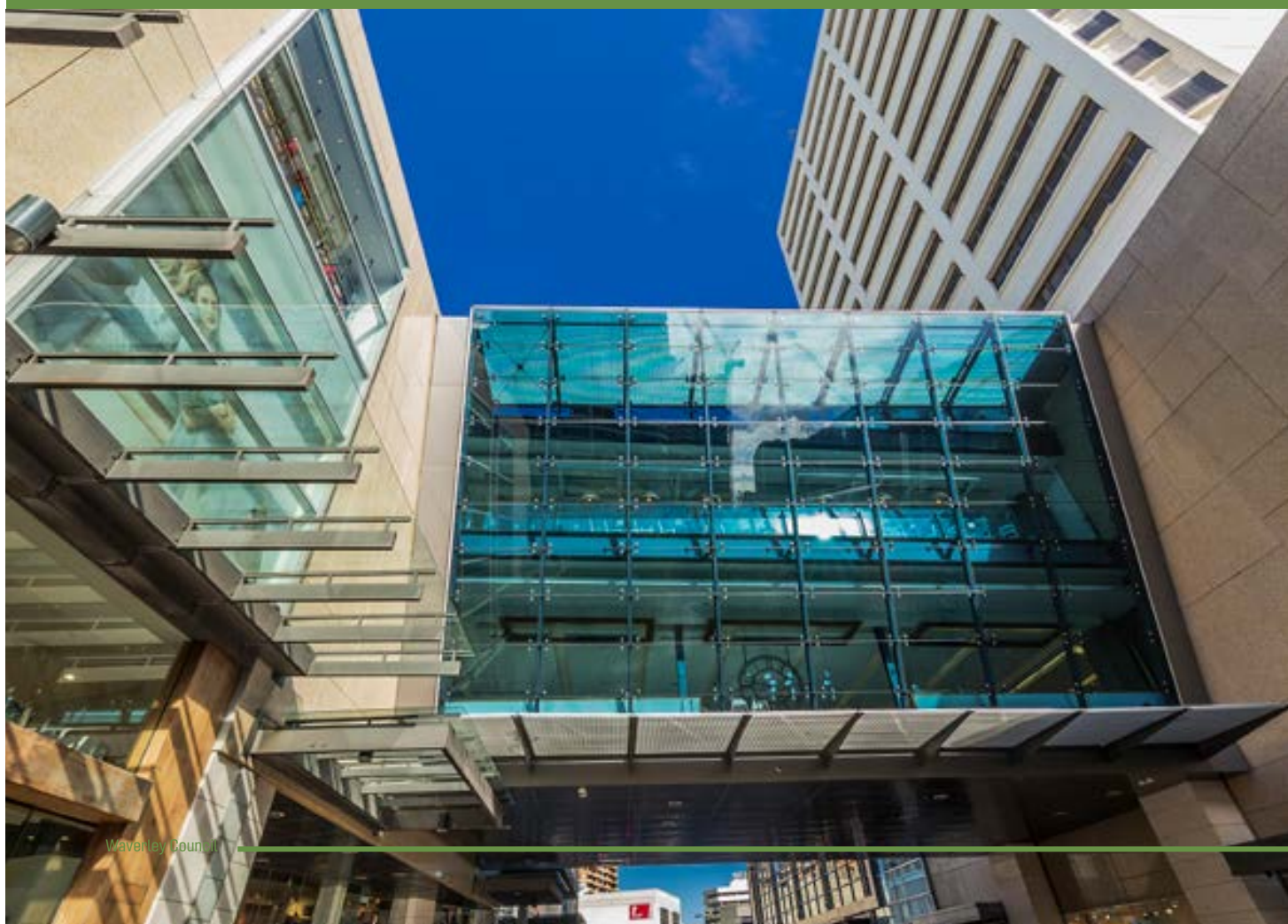
RECREATION AND OPEN SPACES





LOCAL ECONOMY

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 Local Economy theme in the Waverley Community Strategic Plan 2018–2029 strives to promote a diverse and prosperous local economy.



YEAR IN REVIEW

BUSINESS AND CHILDCARE RELIEF PACKAGE

In June 2021, Council launched another round of business and community support measures to help local businesses during the current lockdown. The steps agreed to include direct financial support through fee waivers and childcare fee relief through the postponement of scheduled fee increases.

The business financial relief covers suspension of footpath seating fees as businesses cannot provide customer seating on footpaths under the current restrictions. Fees for sporting groups and venue hirers were waived during stay-at-home orders, while commercial waste fees and charges were

reduced due to reduced service level requirements.

Non-financial measures to ease business burden include:

- Relaxed enforcement of conditions of consent for restaurants to enable trade as takeaway-only services
- The continuation of Council's capital works program to support employment in the construction sector
- Procurement from local suppliers if consistent with statutory procurement regulations and prescribed delegations.

COVID-19 BUSINESS SUPPORT PROGRAM

Council established a business support program to provide financial relief to small businesses

experiencing hardship. Council encouraged eligible small businesses operating in the Waverley Local Government Area to apply for assistance. The program was open to small businesses as defined by the Australian Tax Office. The COVID-19 Business Support Program assists in the form of:

- Extended credit terms
- Commercial rent (rent relief for small businesses)
- Residential leases
- Licensed sporting groups (fee waived for the duration of the stay-at-home orders)
- External hirers of community venues (fee waived for the duration of the stay-at-home orders).



Bondi Junction

BONDI JUNCTION MINIMUM NON- RESIDENTIAL FLOORSPACE

The Bondi Junction Strategic Centre – Protecting and Promoting Non-Residential Floor Planning Proposal, which implemented a control to ensure no net loss of employment floorspace via Clause 6.12 Development on certain land in Bondi Junction and prohibited serviced apartments in the B3 Commercial Core zone was adopted by Council in December 2020 and was Gazetted on 19 February 2021.

BONDI INNOVATION FORUM

The inaugural Bondi Innovation Forum was held as an interactive online event held at Bondi Icebergs on 27 May 2021. Fifteen leading industry experts and accomplished entrepreneurs shared insights with more than 150 attendees on their journey and how to attract and

nurture innovation in a variety of business environments.

The themes of the Forum - creativity, innovation and entrepreneurship respond to Waverley's vision for Bondi and surrounds moving into the future. The event supported Waverley's business community and positioned Bondi and the Eastern Suburbs as a world class innovation precinct that aims to retain and attract innovators, nurture their creativity and support them to flourish.

LOCAL LEGENDS COMPETITION

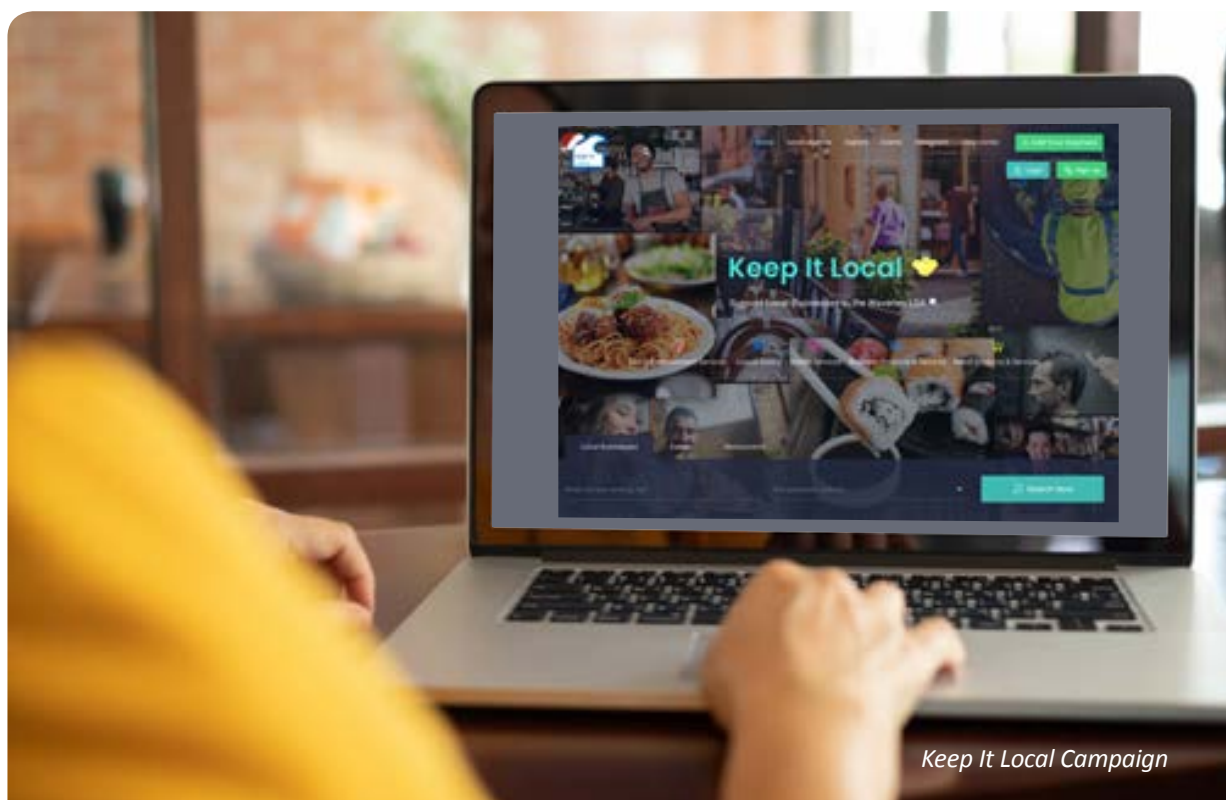
To celebrate small businesses in 2020, Council launched the Local Legends Competition as part of the Keep it Local campaign. The community were asked to vote for their favourite local business for the chance to win a \$100 voucher to spend with any local business listed on the Keep It Local website. At the end of the competition, the three local business legends with

the highest number of votes each received a \$500 Keep It Local voucher. The business winners were Bru Coffee, Gertrude & Alice and Bondi Vixen.

SECURING RETAIL AND URBAN SERVICES

Council completed the Securing Retail and Urban Services study in 2021. The study considers the existing strategy and policy framework and trends and drivers likely to influence retail and urban services in the Waverley LGA. The study seeks to provide evidence to inform changes to Council's planning framework to better support the role of retail and urban services land in the Waverley LGA. This recognises the important role that retail and urban services lands have in cities' urban structure and functioning. The report also provides options for planning interventions for the Waverley LGA to address the future need for retail and urban services.





Keep It Local Campaign

FUNDING FOR SMALL BUSINESS WORKSHOP

A virtual grants workshop Get that Grant; Preparing, Finishing and Winning your next Grant, was held in conjunction with the Bondi and Districts Chamber of Commerce on 30 June 2021 for local businesses, stakeholders, and staff with more than 70 people in attendance. Council developed the Waverley Grants Hub for business, community and staff. The hub allows for staff and stakeholders to filter and find grants based on search criteria. In addition, the service allows for alerts to be created when suitable grants become available.

KEEP IT LOCAL CAMPAIGN

In partnership with Bondi and Districts Chamber of Commerce, Council launched the Keep It Local

campaign to support small businesses impacted by the COVID-19 pandemic. Through the initiative, the Chamber of Commerce hosted a dedicated online directory for Waverley businesses to list information about services offered and how the community can support them. A total of 167 businesses registered. Residents were encouraged to commit to shop locally and support local businesses.

COMMERCIAL CENTRE OCCUPANCY

Council conducts an audit twice yearly to measure occupancy trends and the industry mix at each commercial centre. The audits identify emerging strengths and issues in Waverley's commercial areas for better understanding and planning to meet the needs of business owners, residents and visitors.

The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instrument: Waverley Local Environmental Plan 2012 (aligns with commercial zoning and DCP village centre definitions – i.e. commercial centre). The designated study areas are:

- Bondi Junction
- Bondi Beach
- Bondi Road
- Charing Cross
- Macpherson Street (Bronte)
- Bronte Beach
- Rose Bay.

OCCUPANCY RATES

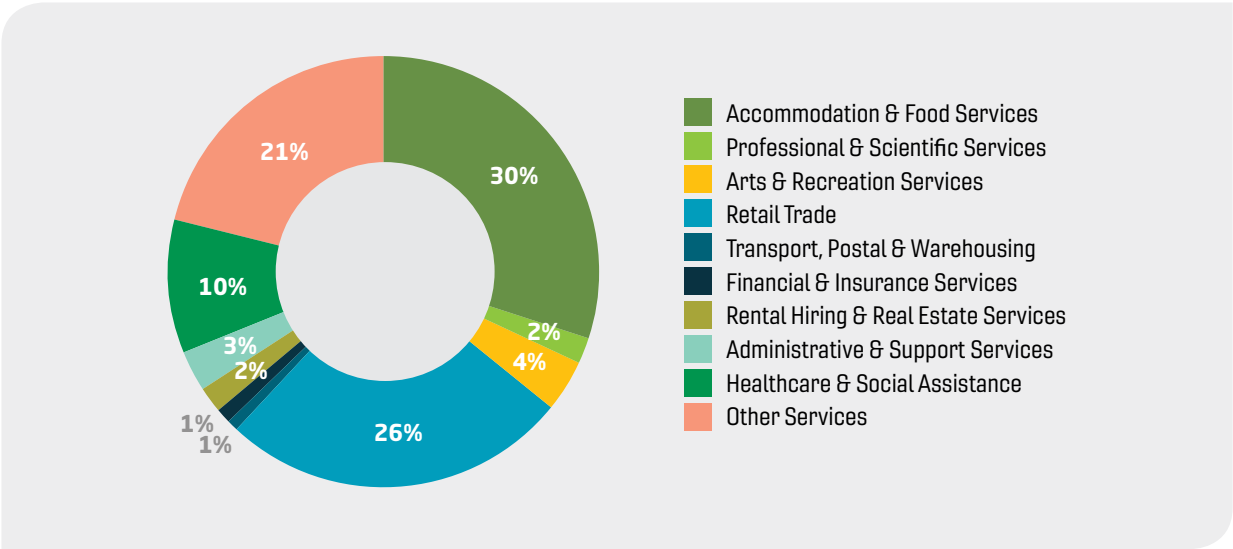
The following information is a summary of information for all of Waverley as of February 2021:

Commercial Centre	Occupancy % August 2019	Occupancy % February 2020	Occupancy % August 2020	Occupancy % February 2021
Charing Cross	89.6	88.0	89.2	86.4 ↓
Macpherson Street	94.3	91.3	92	88.1 ↓
Bondi Road	94.1	94.7	94.6	93.1 ↓
Bronte Beach	100	100	100	100
Rose Bay	94.1	95.2	94.1	92.6 ↓
Bondi Junction	89.2	90.0	88.8	86.3 ↓
Bondi Beach	93.1	92.2	90.2	91.7 ↑
Waverley (average)	93.8	93.0	92.7	91.2 ↓

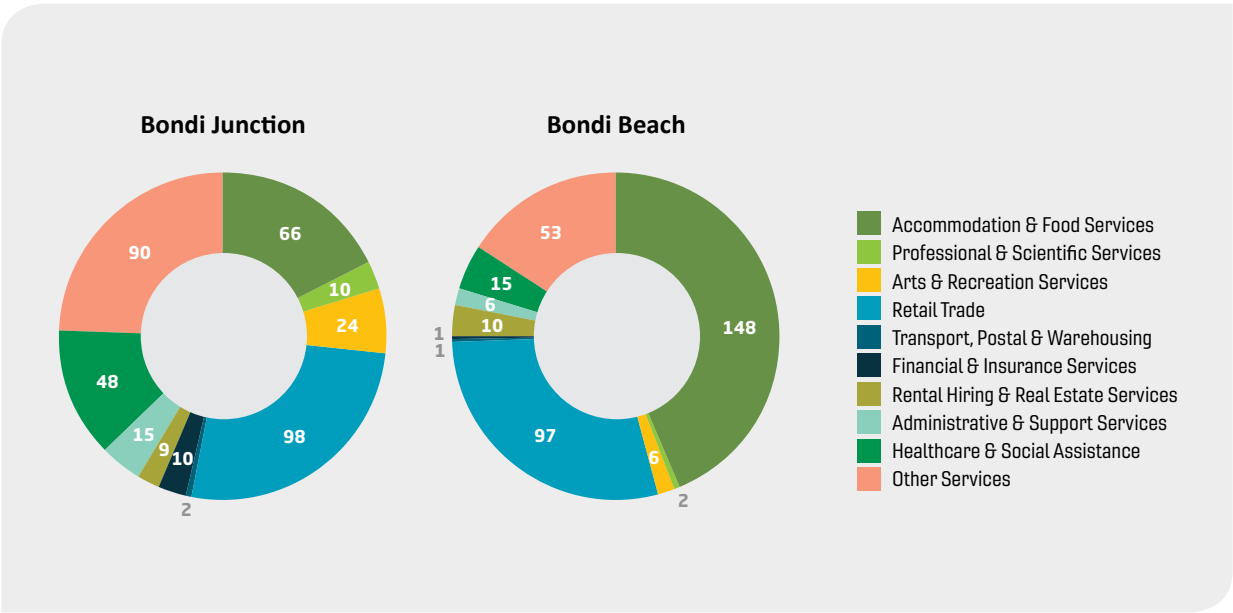
INDUSTRY MIX

Top three industries:

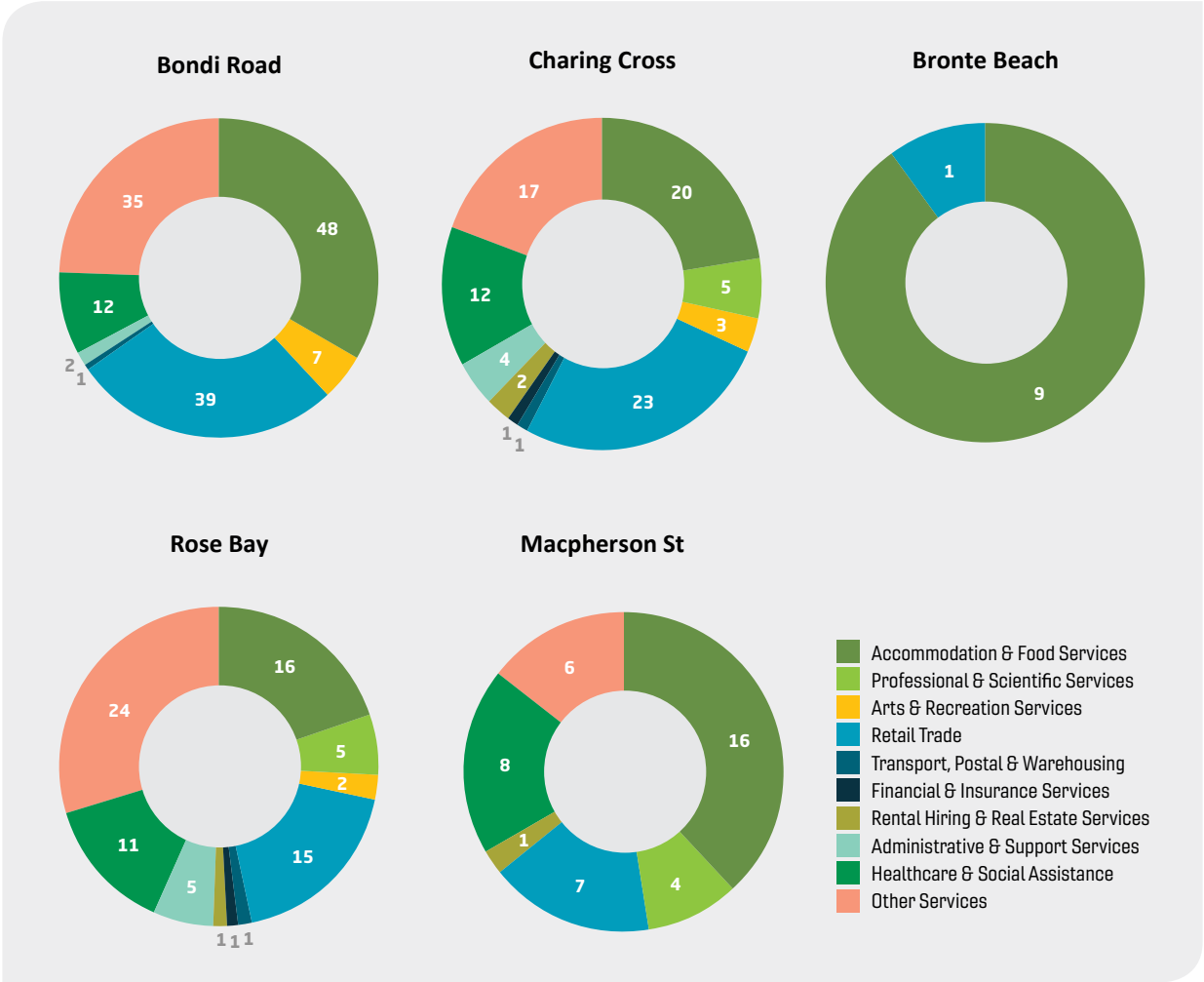
- 1. Accommodation & Food Services (30%)
- 2. Retail Trade (26%)
- 3. Other Services (21%)



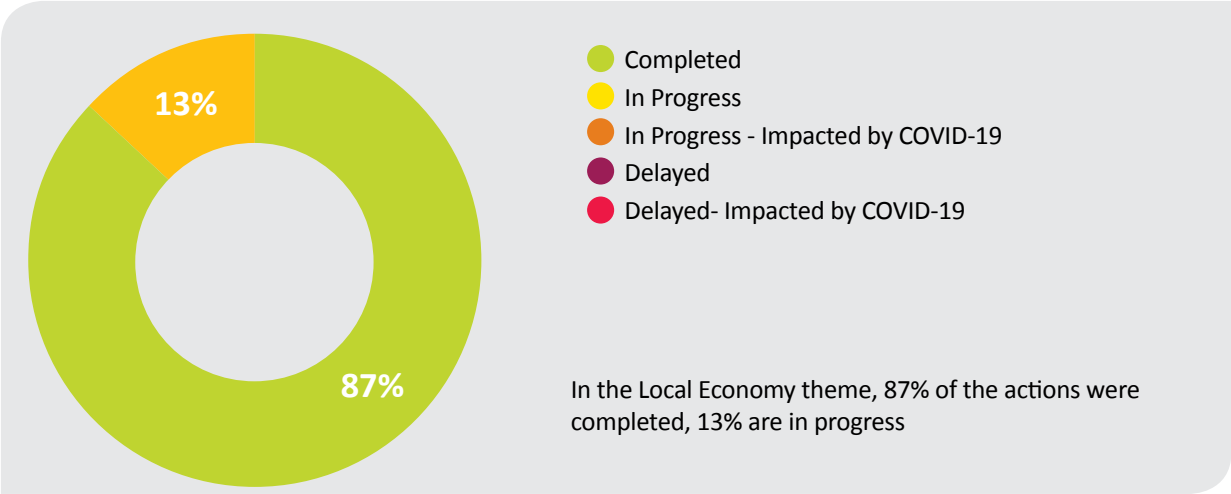
TENANCY MIX



TENANCY MIX CONTINUED

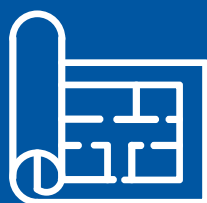


LOCAL ECONOMY





Westfield Bondi Junction



PLANNING, DEVELOPMENT AND HERITAGE

We facilitate architectural design excellence in building liveable homes, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical to Waverley. Council aspires to be a frontrunner and advocate for balanced development in Waverley. The Planning, Development and Heritage theme in the Waverley Community Strategic Plan 2018–2029 strives for diverse, liveable and sustainable places.



YEAR IN REVIEW

OUR LIVEABLE PLACES CENTRES STRATEGY

Our Liveable Places Centres Strategy provides a shared community vision for the future of our centres which may result in changes to development controls, and capital works projects to deliver some of the transport, public domain, and sustainability upgrades suggested in the strategy. The Strategy aims to celebrate the heritage and character of our village centres throughout the LGA, protect and enhance their character, improve transport connections and opportunities for active transport, in particular, to increase the amount of public space for gathering, and to ensure our centres are safe, lively and attractive places to be.

The Strategy proposes:

- To work with Transport for NSW (TfNSW) and neighbouring councils to deliver key transport infrastructure projects to

improve accessibility to Bondi Beach via Bondi Road and Curlewis Street

- To work with TfNSW to improve bus service and capacity along Old South Head Road and Bronte Road
- Prioritise public domain improvements in Bondi Beach, Bondi Road, Curlewis Street, Charing Cross, and Rose Bay North and South centres
- Provide sustainability upgrades and public domain upgrades across all centres.

Council adopted Our Liveable Places Centres Strategy on 3 December 2020.

On 16 April 2021, the Waverley LSPS Implementation Planning Proposal was submitted to the Department of Planning, Infrastructure and Environment (DPIE) for Gateway assessment. This Planning Proposal seeks to implement the key plan

based recommendations in the Our Liveable Places Centres Strategy, such as implementing a B2 Local Centre zone to protect the character of the medium-scaled centres, expanding some centres to reflect the existing uses more appropriately, and implementing active street frontages across all centres.

WAVERLEY AFFORDABLE HOUSING CONTRIBUTIONS SCHEME

The Waverley Affordable Housing Contributions Scheme ensures that lower income households continue to live and work locally within the Waverley LGA.

The Scheme aims to:

- Support a socially diverse community
- Capture value attributed to individual landowners through uplift granted by the planning system for the public purpose of affordable housing
- Expand Council's existing affordable housing portfolio.

The NSW Government released a ministerial direction requiring councils who wish to require land or contributions for affordable housing through a voluntary planning agreement must have an Affordable Housing Contributions Scheme. As a result, Council developed such a scheme.

Council adopted the Affordable Housing Contribution Scheme in November 2020. On 16 April 2021, Council submitted the Waverley



Affordable Housing Contribution Scheme Planning Proposal to the Department of Planning, Industry and Environment for Gateway assessment. This Planning Proposal seeks to enable the application of a 1% levy across all new apartment development and a 10% levy for Planning Proposals.

WAVERLEY VOLUNTARY PLANNING AGREEMENT POLICY

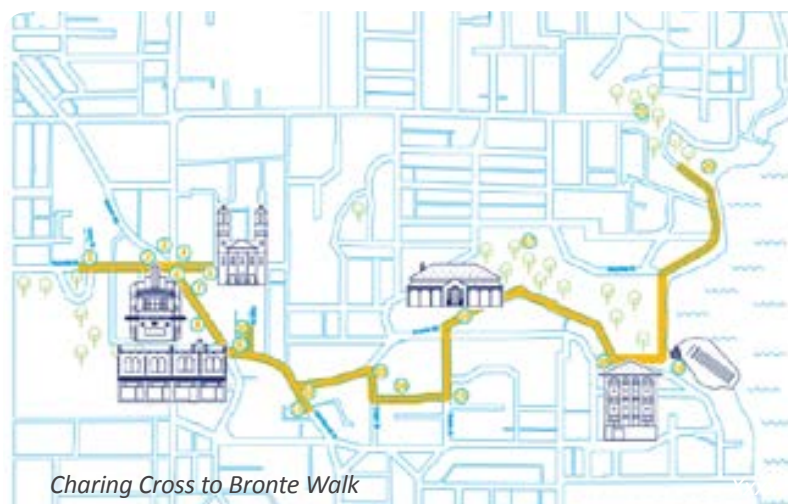
The Waverley Planning Agreement Policy is updated regularly to ensure it operates efficiently and correctly, and in line with the most current industry benchmarks.

Amendment 3 to Waverley's Planning Agreement Policy 2014 was adopted by Council in December 2020 and amended the Policy as follows:

- Updated standardised benchmark rates applied to development applications in line with current market conditions
- Updated the minimum split of VPA funds to affordable housing from 10% to 25%
- Incorporated housekeeping amendments relating to process improvement.

HERITAGE ASSESSMENT EXPERT PANEL

Council prepared a Heritage Assessment to demonstrate our value on heritage in all forms— built environment, landscapes and streetscapes. The Assessment will be used to inform Council decision making with regards to Development Applications and Planning Proposals, and to make recommendations for the future of Waverley's building and landscapes.



It will also inform the comprehensive review of the LEP and DCP.

The Heritage Assessment proposes:

- 59 new individually listed items added to Schedule 5 of the Waverley Local Environment Plan
- Four new urban conservation areas (Bondi O'Brien Estate, Bondi Basin Inter-War, Bondi Road and Avoca Estate)
- Four amended urban conservation areas (Charing Cross, Yanko-Lugar Brae [currently Evans Street], Grafton Street, Palmerston)
- One new landscape conservation area (Dickson Estate)
- One amended landscape conservation area (South Bronte Headland-Calga)
- One heritage significant trees site (Rowland Avenue – Bondi's first tram terminus)
- Expressions of Interest was sought to recruit members of the community on the Heritage Assessment Expert Panel.

More than 20 submissions expressing interest were received from community members. Council endorsed the panel in December 2020.

CHARING CROSS TO BRONTE WALK

The Charing Cross to Bronte Walk self-guided heritage walks were implemented in October 2020. The journey through a heritage conservation area is a story of colourful characters, of fortunes made and lost, a colony that became a country, an artists' colony that helped define it, and surf and swimming culture that became a permanent part of Australia's national identity. There are 21 spots as part of the walk.

AFFORDABLE HOUSING FOR NSW FAMILIES

Council contributed to a five-year campaign giving councils in metropolitan NSW the power to levy developers to pay for losses in affordable housing. It paves the way for councils in Greater Sydney, Newcastle and Wollongong to increase the number of affordable rental units for thousands of families on very low to moderate incomes.

Council successfully lobbied for the date to be removed from Part 3 of the NSW Affordable Rental Housing State Environmental Planning Policy (ARHSEPP), and from 1 February 2021, councils only need to prove whether a property was considered

affordable housing in the five years preceding lodgement of a development application, rather than 20 years before lodgement.

SUBMISSIONS MADE ON SIGNIFICANT ISSUES AND PAPERS

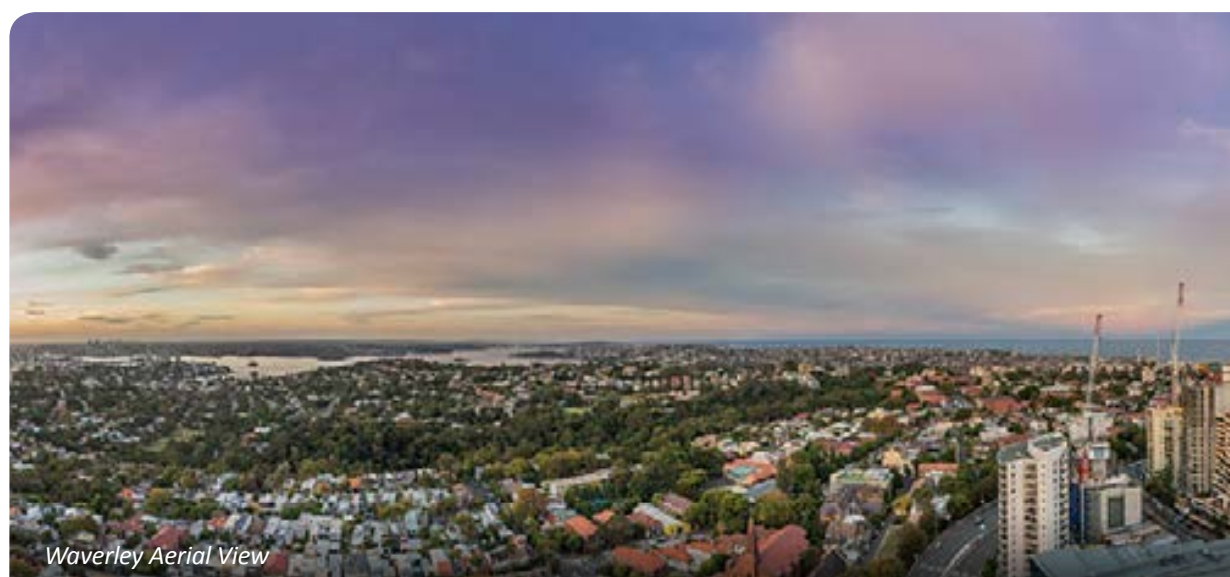
A submission to the proposed Housing Diversity State Environmental Planning Policy (HDSEPP) was made in September 2020. The HDSEPP aims to consolidate the following three existing SEPPs:

- State Environmental Planning Policy (Affordable Rental Housing) 2009 (ARHSEPP)
- State Environmental Planning Policy (Housing for Seniors and People with a Disability) 2004 (Seniors SEPP)
- State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes) (SEPP 70).

Key elements of the proposed SEPP that were supported include:

- Affordable Housing SEPP
 - Reducing the FSR bonus incentive for providing affordable housing from a 0.5:1 increase to a 20% increase of the FSR applicable to the site under any LEP
 - Boarding houses will not be mandated in the R2 Low Density Residential zone
 - Removing January 28, 2000, the date for low rental housing analysis and the onus of proving that the dwelling did not contain low-rental housing is on the applicant. (This has since been completed).
- Seniors SEPP
 - Application of LEP development standards to prevail over the SEPP development standards, except for sites over 2,000sqm. For sites more than 2000sqm incentive FSR will continue to be available
 - Proposal to remove point-to-point transport (taxis, rideshares) from meeting the location
 - Access to facilities requirement of the Seniors Housing SEPP
 - Removal of site compatibility certificate (SCC) and instead of specifying zones in the LEP.
- General
 - Co-living (new age boarding houses) added as a land use term.

In addition, the use of the build-to-rent definition was proposed to be mandated in the B3 Commercial Core Zone. Council's submission strongly objected to this, given that this is residential use and would undermine the recent work undertaken by the Council and the Department of Planning, Industry and Environment (DPIE) to protect employment floorspace in the B4 Mixed Use zone within the Bondi Junction Centre. Following this submission, DPIE implemented the build-to-rent use within the B3 Commercial Core Zone. Accordingly, Council has submitted a Planning Proposal to the Department of



Waverley Aerial View



Bronte Beach

Planning, Industry and Environment for a Gateway determination that seeks to implement the same protections in the B3 Commercial Core Zone as recently applied to the B4 Mixed Use zone in Bondi Junction only.

A submission was made to the Design & Places Reforms Package in April 2021. The Design and Place SEPP Explanation of Intended Effect (EIE) provides a solid foundation for the draft Design and Place SEPP to be prepared. In addition, the submission provided feedback on a range of issues, including development scales, the creation of a principles-based framework, revised and new design guides (Apartment Design Guide, Urban Design Guide, Design Review Guide), and sustainability and resilience. A draft SEPP is likely to be exhibited towards the end of 2021 for further comments.

A submission was made to the Building Business Back Better Complying Development Reforms in May 2021. The proposed reform package identified an opportunity for the Codes SEPP to be updated to reflect current building requirements better, allowing the

industry to quickly adapt to new technologies, market trends and business models.

The overall objectives of the proposed amendments were supported in the submission. Specifically, the notion of undertaking planning system reforms to drive the economic recovery of NSW, support the future of work, and encourage innovation and productivity.

A key concern was the proposed encroachment of complying development into buildings that are either heritage items or in a heritage conservation area. The submission outlined strong opposition to this and recommended strengthening of heritage protections under the SEPP Exempt and Complying Development Code.

A submission was made to the Employment Zone Reforms Framework in June 2021. The Reforms seek to deliver a simplified planning framework for development in current Business and Industrial zoned land. The proposed reform replaces the 12 business (B1–B8) and industrial

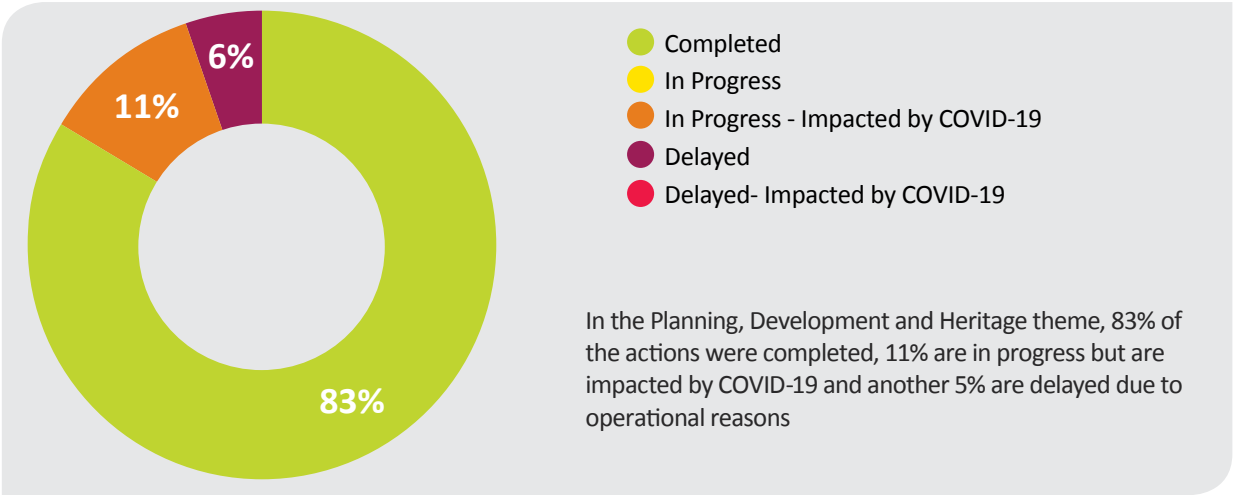
(IN1–IN4) zones with five core employment zones.

The proposed changes would have the key impacts in the Waverley area are the consolidation of the B1 Neighbourhood Centre and B2 Local Centre Zones. Waverley's submission outlined that this is not supported, as this would undermine the recent strategic work that Council undertook in the preparation of the Our Liveable Places Centres Strategy in 2019–20.

DRAFT LOCAL CHARACTER STATEMENTS

Council prepared the draft Local Character Statements that describe the look and feel of an area, according to the Department of Planning, Industry and Environment's Local Character Guidelines. These Statements were exhibited; however there remains uncertainty about the implementation mechanism under the LEP or DCP. The Statements will be finalised in 2022.

PLANNING, DEVELOPMENT & HERITAGE



68

*Dover Heights*



TRANSPORT, PEDESTRIANS AND PARKING

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. The Transport, Pedestrians and Parking theme in the Waverley Community Strategic Plan 2018–2029 strives to make Waverley a place where people can move around easily and safely and our streetscapes are welcoming and inclusive.



Annual Report 2020–21

YEAR IN REVIEW

BONDI JUNCTION CYCLEWAY AND STREETScape UPGRADE

Work is underway to implement the Bondi Junction Cycleway and Streetscape Upgrade project. The priority cycleway route is being implemented as part of the Complete Streets project. The separated cycleway travels through Bondi Junction Commercial Centre and will link Bondi Road to York Road via Oxford Street, Bronte Road, Spring Street and Denison Street. The new cycleway will connect to the city via existing cycling infrastructure at the north-eastern corner of Centennial Park.

The streetscape upgrade includes improved safety with new and

updated signalised crossings, new street trees, street lights, street furniture, garden beds and reconstruction of roads and footpaths.

The Bondi Junction Cycleway and Streetscape Upgrade works were completed in Oxford Street (from St James Road to Denison Street), Denison Street (from Oxford Street to Spring Street) and Spring Street (from Denison Street to Bronte Road). The cycleway was opened along these streets in mid-June 2021.

The project's next stage on Bronte Road (from Ebley Street to Oxford Street) has commenced construction and is scheduled for completion in November 2021. Works have also commenced on

Oxford Street (from Grosvenor Street to Adelaide Street and will continue in 2022).

PICK-UP/DROP-OFF (PUDO) PROJECT

In 2020, Council installed 10 new kerbside pick-up/drop-off (PUDO) bays across Waverley in a trial aimed at increasing pedestrian and motorist safety, access to transport links and shared transportation. The PUDO bays provide access for ride share vehicles, taxis and the general public to pick-up and drop-off passengers safely in high traffic areas such as the Bondi Junction Interchange and Bondi Beach, with two endorsed mobile apps connecting them to the bay locations. This Smart City Transport and Parking initiative is a joint



Artist's impression of Bondi Junction Cycleway



Artist's impression of Charing Cross

project between the Council, Transport for NSW, ride share operators and other stakeholders.

To support the Smart City Transport and Parking initiative, Transport for NSW launched the Waverley Transport Innovation Challenge in February 2020, which called on innovators, entrepreneurs and start-ups to create a Mobility-as-a-Service (MaaS) application. The MaaS concept proposes a seamless travel experience for planning, booking and purchasing transport while also reducing the need for individually owned assets such as cars. As a result of the challenge, two MaaS apps were endorsed. Both Moovit and Wave will help the community plan their journeys around Waverley more efficiently and conveniently get to and from the PUDO points

The new PUDO bay locations are available to the community and customers through Google Maps, the Wave and Moovit apps that offer multi-modal trip planning in addition to being linked into the Uber App. TfNSW undertook a trial of camera based, and privacy

enabled artificial intelligence monitoring of three of the PUDO bays to understand the usage for such initiatives. The bay monitoring showed strong community uptake. Waverley's first PUDO bay was installed outside Bondi Junction Interchange in Grafton Street. Other locations include:

- Glenayr Avenue south side between Glasgow Avenue and Beach Road
- Curlewis Street north side between Campbell Parade and Gould Street
- Roscoe Street north side between Gould Street and Gould Lane
- Hall Street north side between Gould Lane and Campbell Parade
- Campbell Parade west side between Lamrock Avenue and Hall Street
- Hall Street north side between O'Brien Street and Gould Street
- Adelaide Street west side between Oxford Street and Grafton Street
- Ebley Street, near the entrance to Eastgate Shopping, Bondi Junction
- Bronte Road west side between

Ebley Street and Spring Street (Installation following completion of the Bondi Junction Cycleway).

CHANGES TO SPEED LIMIT IN WAVERLEY

To achieve vision zero, with zero fatalities and minimal serious injuries, Council is working with Transport for NSW to reduce speed limits from 50km/h to 40km/h across the Waverley Local Government Area. In various community consultations, Waverley residents raised concerns around pedestrian safety and the overwhelming need for cars to travel slower in their neighbourhoods. The project will be completed in stages. Stage 1 stretches from Bondi Road and Syd Einfeld Drive to the southern boundary of the LGA. The project will include:

- Installing Council endorsed traffic calming treatments (throughout stage 1) in 2021-22
- Removing old, excessive signage
- Transport for NSW will install new 40km signage.

CAR PARK ACCESS INFRASTRUCTURE UPGRADE

Council operates three off-street car parks in Bondi Junction – at Eastgate, Hollywood Avenue and the Ron Lander Centre at Waverley Library. Council endorsed the installation of a hybrid car park access system for its three car parks. The system will contain integrated automatic number plate recognition and ticket system technology. The project also includes the installation of a new computer network. The Tender process is nearing completion, and project completion is scheduled for completion in early 2022.

The new access infrastructure upgrade will provide the latest in car park access technology

significantly improving the customer experience and ensuring the efficient and effective operation of Council Car Parks.

SCOOTER AND MOTORBIKE PARKING IN WAVERLEY

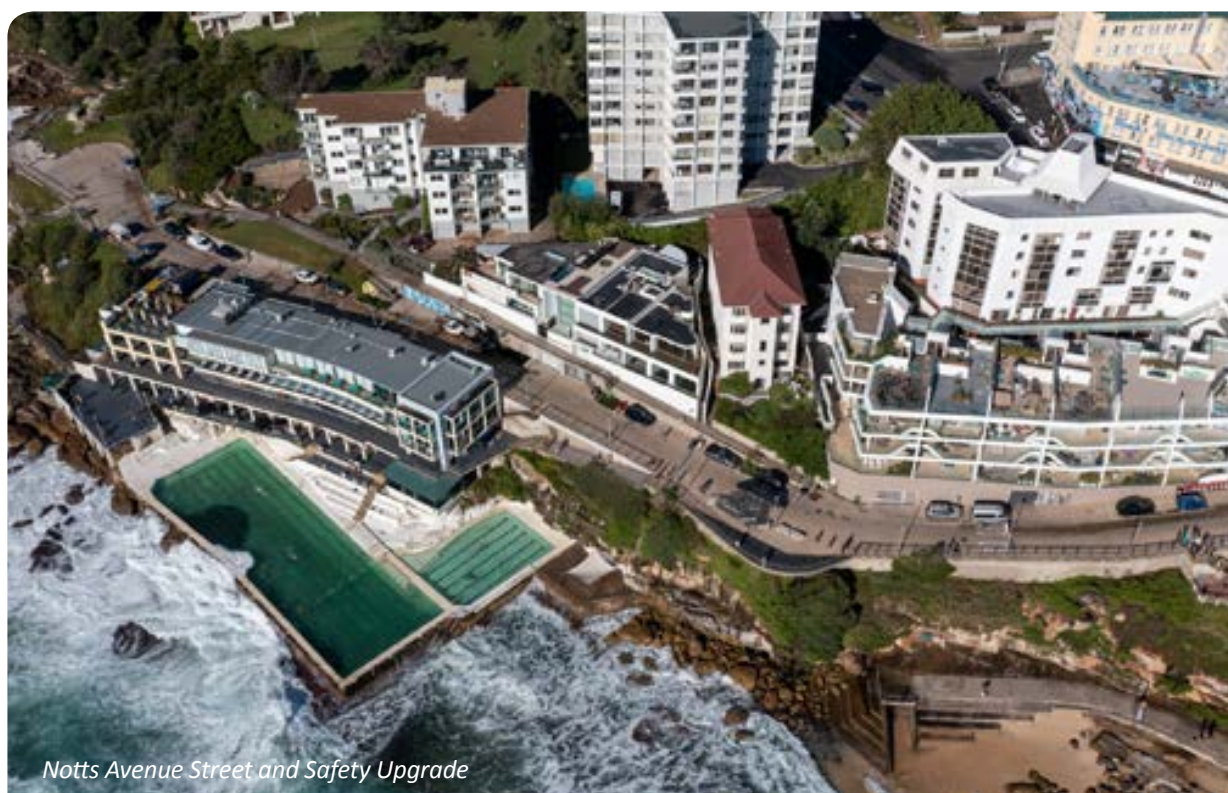
Council is currently in the process of developing a strategy to maximise scooter and motorbike ownership in Waverley. Council recognises that scooters and motorcycles are a popular form of travel in our area and is looking at ways to better support riders.

A motorbike/scooter parking strategy and action plan will be prepared. The strategy will review current motorbike/scooter parking networks and identify opportunities to continue to

support motorbikes/ scooters as an alternate form of travel.

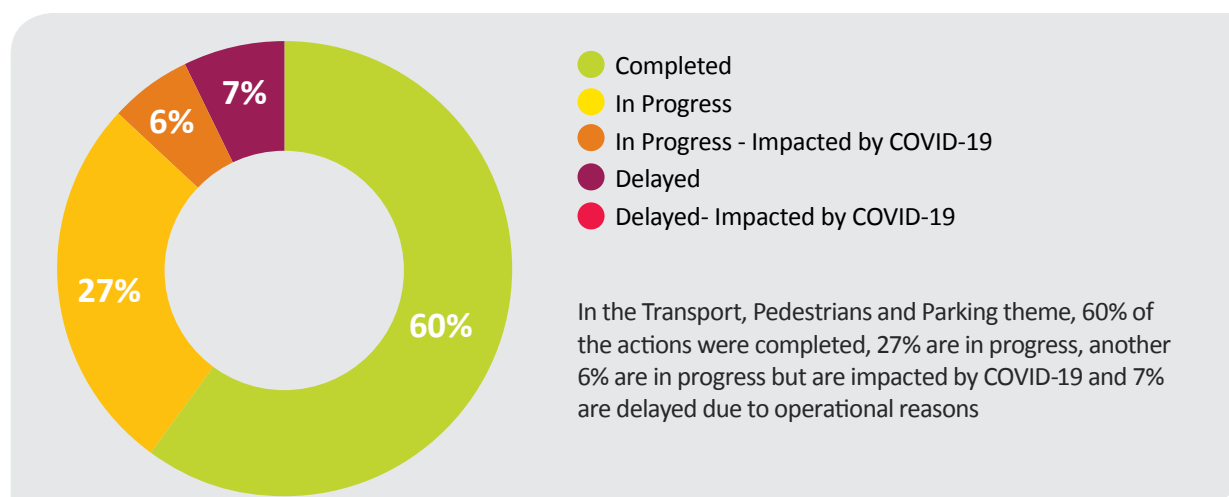
Council will also investigate the introduction of free parking within metered areas and explore new areas for parking, including options for but not limited to:

- Ways of promoting household motorbike parking permits to increase take-up and include unit owners/renters
- Reduced costs for parking for motorbikes
- Reduced costs for fines for motor bike infringements.



Notts Avenue Street and Safety Upgrade

TRANSPORT, PEDESTRIANS AND PARKING





BUILDINGS AND INFRASTRUCTURE

From beautiful parks and safer streets, to our public facilities, we are working to improve the local area. To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climatic changes and potential flooding. The Buildings and Infrastructure theme in the Waverley Community Strategic Plan 2018–2029, aims to make Waverley an industry leader in sustainable asset management.



YEAR IN REVIEW

BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

Restoration and conservation works are progressing at Bondi Pavilion to ensure the building's continued conservation and functional upgrades are completed to service the community needs.

Demolition works are 90% complete, and restoration works have gathered pace. Some key construction milestones have been achieved in the main atrium, courtyard, bathrooms, flexible cultural space and ground floor areas. Another project highlight is the continuing progress in delivering environmental and sustainability initiatives under the

5-Star Green Star Rating system. Overall, the project is progressing well and is on track for completion on time.

The restoration will include:

- New and improved amenities on the northern side of the Pavilion, including a family change room
- Courtyard spaces will be landscaped and updated for multi-purpose use
- Renovated community spaces
- Renovated art gallery and theatre
- A 'Bondi Story Room' as a flexible social history exhibition space
- A community radio studio
- New welcome centre to the north of the entrance foyer

- Renovated commercial spaces for hospitality and other services
- A larger space for the pottery studio and a second kiln.

Council will retain the existing floor mosaics by Warramiri (North East Arnhem Land) artist and Elder Terry Dhurritjini Yumbulul. This mosaic was created by Terry Yumbulul as a gift from the People of Arnhem Land to the people of Bondi and heralds incredible cultural and spiritual significance in connecting our communities. The work is one of the earliest examples of Indigenous cultural practice and story translated through the mosaic medium. The construction of the building is targeting a 5-Star Green Star rating



Bondi Pavilion

under the Green Star – Design and As Built v1.1 tool (Green Building Council of Australia) through:

- High-efficiency lighting and internal fixtures
- A rooftop solar photovoltaic array and associated power distribution systems
- Reducing the consumption of potable water with recycled water for non-potable uses and the incorporation of water efficient fixtures and systems
- Sustainable mobility features limiting reliance on private car use and providing low emissions transport infrastructure
- Selection of low-impact materials to reduce resource consumption of the project
- Advanced waste management systems that maximise the amount of waste diverted from landfill.

SEVEN WAYS STREETSCAPE UPGRADE

Seven Ways streetscape upgrade enhanced the amenity and quality of the public domain, plaza, green space and streetscape to support local businesses and residents' social and open space needs. Of the 142 community survey responses received on concept design, more than 90% of participants liked the concept design, with the main reasons being: the creation of usable space for the community, the look of the finishes and the design concept, and the creation of more green spaces. Seven Ways construction was completed in 2020.

WAVERLEY CEMETERY – NEW ASH INTERMENT SITES

Council endorsed the Cemetery Services Strategic Business Plan

(covering both Waverley and South Head General Cemetery) in November 2020 with a focus on improving financial sustainability through increased revenue and sales opportunities, recognising and celebrating the heritage of both cemeteries through the appropriate use of existing buildings and spaces and driving alternative support. A key recommendation of the Plan to increase revenue is the establishment of 'high-quality memorialisation opportunities in the form of ash interment gardens, niche walls and memorial walls that are able to be repeated and expanded to meet demand over the long term.'

Council officers documented a framework of locations throughout Waverley Cemetery for ash interment sites. The framework identifies a range of products at varying price points, including



New ash interment sites at Waverley Cemetery



77

standard and premium niche walls, standard, premium and family memorial gardens, some of which can be replicated over future years to meet demand and maintain quality and consistency as well as a number of limited-release products, with sites located close to more prominent memorials. It also includes the approximate year of implementation for each product and outlines both the capital investment required for the development of new products and future revenue. At this stage, more than 3,000 future ash interment sites were identified at Waverley Cemetery, with the opportunity to increase supply additional space within the cemetery.

TAMARAMA SLSC UPGRADE

In May 2021, Council, in partnership with Tamarama Surf Life Saving Club (SLSC), commenced the restoring and upgrading the iconic surf club building.

The clubhouse restoration and upgrade will provide significantly improved amenities to cater to the needs of modern surf lifesaving and public education and engagement with the community. The new clubhouse will remain within the existing footprint of this local landmark.

The restoration and upgrade are expected to take 12 months to complete. It will provide:

- Improved facilities for female members
- Improved vantage points for beach surveillance during patrols
- Additional storage space for rescue equipment
- Improved areas for education and training activities such as First Aid courses
- Offer broader use by community groups and members of the public
- Addresses acoustic bleed to neighbouring properties
- Improved environmental sustainability.

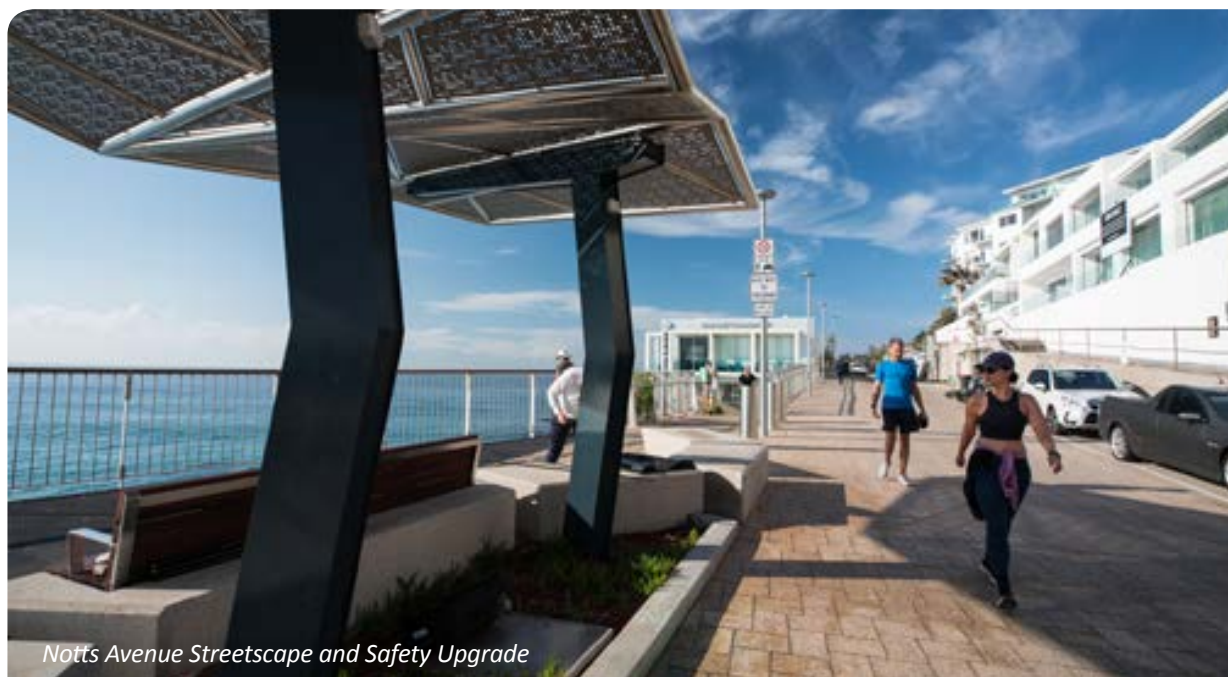
The project is jointly funded by Council, Tamarama Surf Life Saving Club, Surf Life Saving NSW state funding and Community Infrastructure federal funding.

STRATEGIC PROPERTY FRAMEWORK

In September 2020, Council adopted the Waverley Council Property Strategy (2020-2024). The Property Strategy formalises Council's approach to the strategic management of its property portfolio and aligns Council's organisational objectives with its service delivery objectives and community expectations.

Progress on Priority Actions from the Strategy

Action	Progress
Develop a suite of new property related policies and update existing, to support the delivery of the strategy.	<ul style="list-style-type: none"> Three new policies (Property Acquisitions and Disposals Policy, Commercial Property Policy and Leasing and Licensing on Council Managed Land Policy) were endorsed by Council in September 2020 Community Tenancy Policy was updated and will be presented to Council for endorsement in 2021
Investigate options for a Property Management System (PMS) and establish the system to improve the effectiveness with which Council manages its property portfolio.	<ul style="list-style-type: none"> The Asset Management System Project includes the procurement of a Property Management System. This multi-year project is currently underway.
Carry out a Council Staff Accommodation Review, to investigate agile working opportunities within Council's property portfolio, to provide optimal accommodation to cater for staffing and service levels to meet future needs.	<ul style="list-style-type: none"> The review is underway, with a Project Control Group established to oversee the project. The project encompasses both the Council Chambers upgrade project and the Short-Term Accommodation Strategy incorporating agile working principles.
Develop Plans of Management(POM) for all Council-owned and managed Community Land.	<ul style="list-style-type: none"> Work is underway on the development of the Plan of Management (POMs) in accordance with the Crown Lands Management Act (2016). A report was presented to Council in October 2020 which prioritised the order in which the new POMs are to be developed
Undertake a high-level analysis of Council's property portfolio to develop a list of priority projects requiring further review or Council determination.	<ul style="list-style-type: none"> The first report was presented to Councillors at a workshop in July 2020. The report provides a summary overview of the status of all Council's property assets (buildings) and is updated quarterly
Carry out an audit and review of Council's community tenancy property portfolio and services.	<ul style="list-style-type: none"> The report findings and recommendations were presented to Councillors at a workshop in April 2021. The final report along with recommendations in relation to new lease arrangements for Council's community tenants will be presented to Council early 2022
Develop an operational management model for both the newly renovated Bondi Pavilion and Boot Factory buildings in time for their reopening.	<ul style="list-style-type: none"> Options analysis of different operational management models and current best practices were completed, and appropriate models for each building were identified. The findings and the preferred operating management models for each building were presented to Councillors at a workshop held in June 2021
Carry out condition assessments on all Council building assets as part of Council's Strategic Asset Management Planning cycle.	<ul style="list-style-type: none"> The project commenced in March 2021 and will be completed in late 2021. The data will be used to inform the development of SAMP6 and future year capital renewal budget estimates
Carry out a holistic review of Council's social and affordable housing property portfolio and program.	<ul style="list-style-type: none"> Review is in progress and two workshops were held with Councillors to gather their input into the review. The final report and findings along with recommendations will be presented to Council early 2022.



Notts Avenue Streetscape and Safety Upgrade

NOTTS AVENUE STREETSCAPE AND SAFETY UPGRADE

Council completed streetscape and safety upgrade at Notts Avenue, Bondi Beach, at the northern entrance to the renowned Bondi to Bronte Coastal Walk.

The upgrade includes a new cantilevered northern lookout, shade structure, mature palm trees, new paving, and a 10km/h shared traffic zone. Two rounds of community consultation informed the final design for the upgrade. The majority (98.3%) of people who provided feedback favoured Council's plans for the upgrade. The streetscape and safety upgrade includes new paving, upgraded balustrades, energy efficient lighting, 20 car parking spots and soft landscaping.

FOOTPATH IMPROVEMENTS AT BRONTE

Bronte Road and Pacific Street intersection was identified as a hazardous crossing for

pedestrians and needed traffic calming treatments. Council developed four solutions to create a safer pedestrian experience and will construct the solution chosen by the community as the option best suited.

Council invited the community to provide feedback on our footpath improvement works at the intersection of Bronte Road and Pacific Street, Bronte, from March to April 2021.

The option community voted for will build a new concrete footpath and kerb buildouts to allow safer crossing across both Pacific Street and Bronte Road. This option will create a direct link for pedestrians onto the stairs and down towards Bronte Beach. This option has no net loss or gain of legal parking spots.

Works will commence in the 2021–22 financial year.



Footpath improvements at Bronte



Bronte Cutting Safety Upgrade

NORTH BONDI SURF LIFE SAVING CLUB ADVANCED RESPONSE LIFE SAVING FACILITY

Council, in partnership with North Bondi Surf Life Saving Club, constructed a new Advanced Response Life Saving Facility beneath Bondi Beach Promenade.

The works included:

- Excavation below the promenade and removal of the existing storage shed for North Bondi Surf Life Saving Club
- Constructing a larger space for lifesaving facility storage
- Reinstating the promenade.

Work commenced in February 2020 and were completed in October 2020.

WAVERLEY FLOOD STUDY

The Waverley Flood Study is the initial stage towards the development of a comprehensive Floodplain Risk Management Plan that will ultimately guide the direction of future floodplain risk management activities across the Waverley LGA.

The study is focused on local overland flooding conditions within the urban environment that may occur when the capacity of local

creeks, channels and stormwater drainage systems are exceeded in response to intense rainfall. The oceanic interaction along the coastal boundary of the study area was also considered.

There are three tiers of classification visible on the Flood Study Area:

Type A – when the overland flow path is uncertain, flooding is a function of flow accumulation and topographic controls. Flood-related development controls apply to these properties.

Type B – when there is a confirmed presence of an overland flow path. Traditional flood-related development controls do not apply.

Type C – due to limitations of modelling and data. Traditional flood-related development controls do not apply.

The Flood Study was placed on public exhibition in July and September 2020. The feedback received informed the finalisation of the study. Council endorsed the Flood Study in April 2021 to mitigate flood risk through applying planning controls to proposed development activities on land identified as flood-affected.

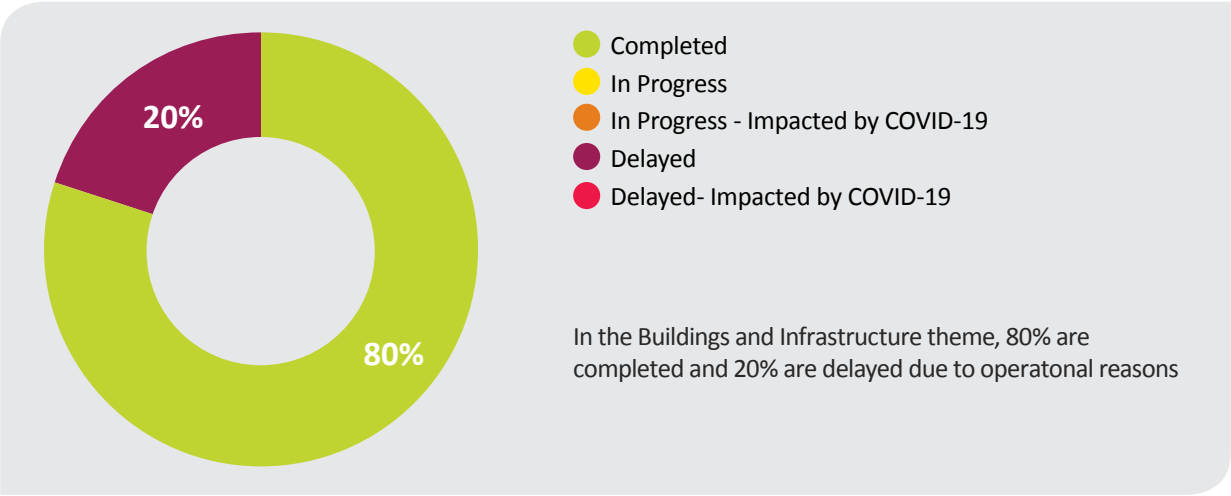
BRONTE CUTTING SAFETY UPGRADE

To improve pedestrian and vehicle safety and experience, Council is finalising plans to extend and install a permanent footpath through Calga Place, Bronte Cutting and up to Macpherson Street.

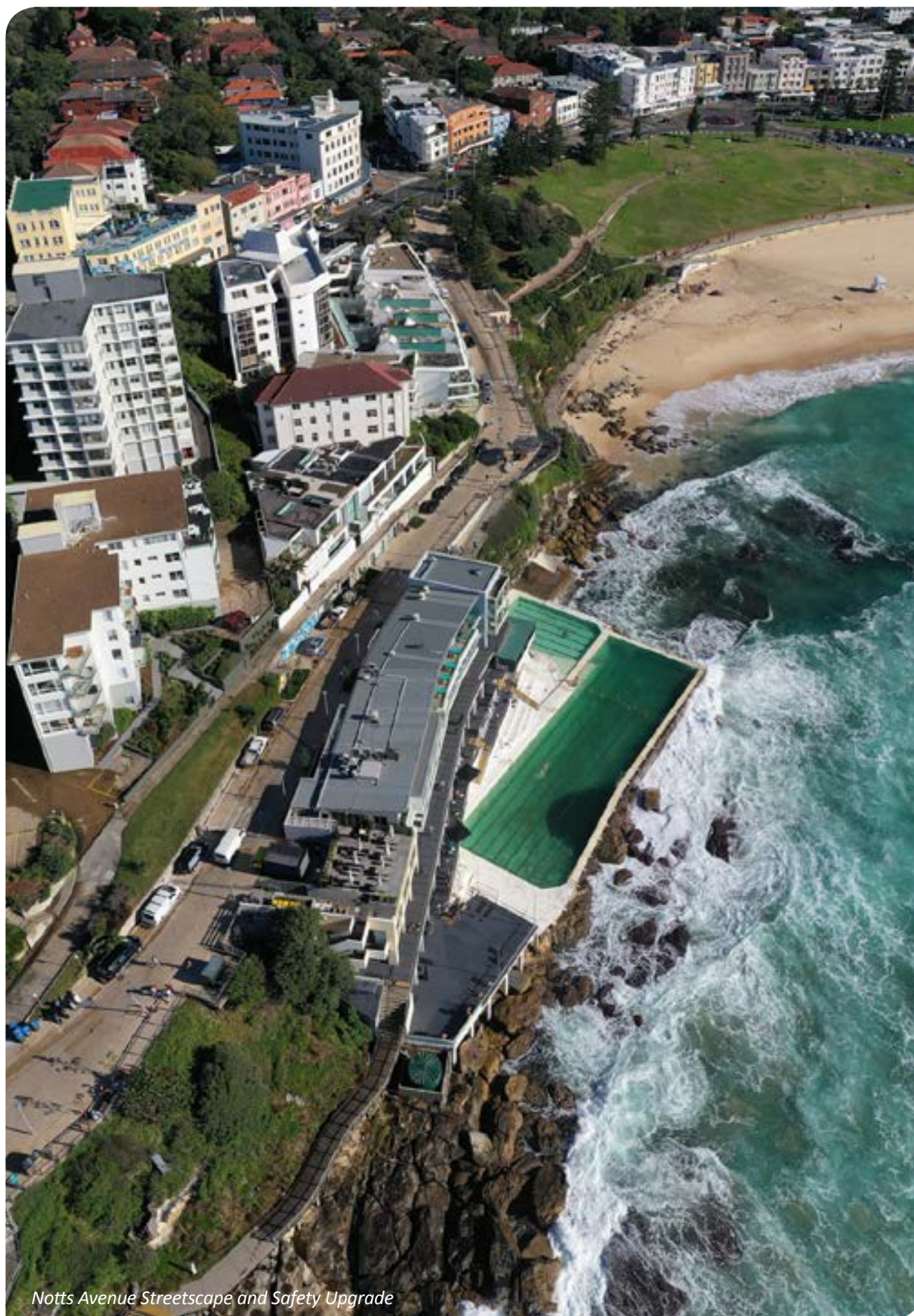
Works include existing footpath upgrade, the pilot path made into a permanent footpath, extended footpath to Macpherson Street.

The proposed concept design was placed on public exhibition in November and December 2020. Feedback received from the community informed the design. Construction commenced in June 2021 and is expected to be complete in November 2021.

BUILDINGS AND INFRASTRUCTURE



82

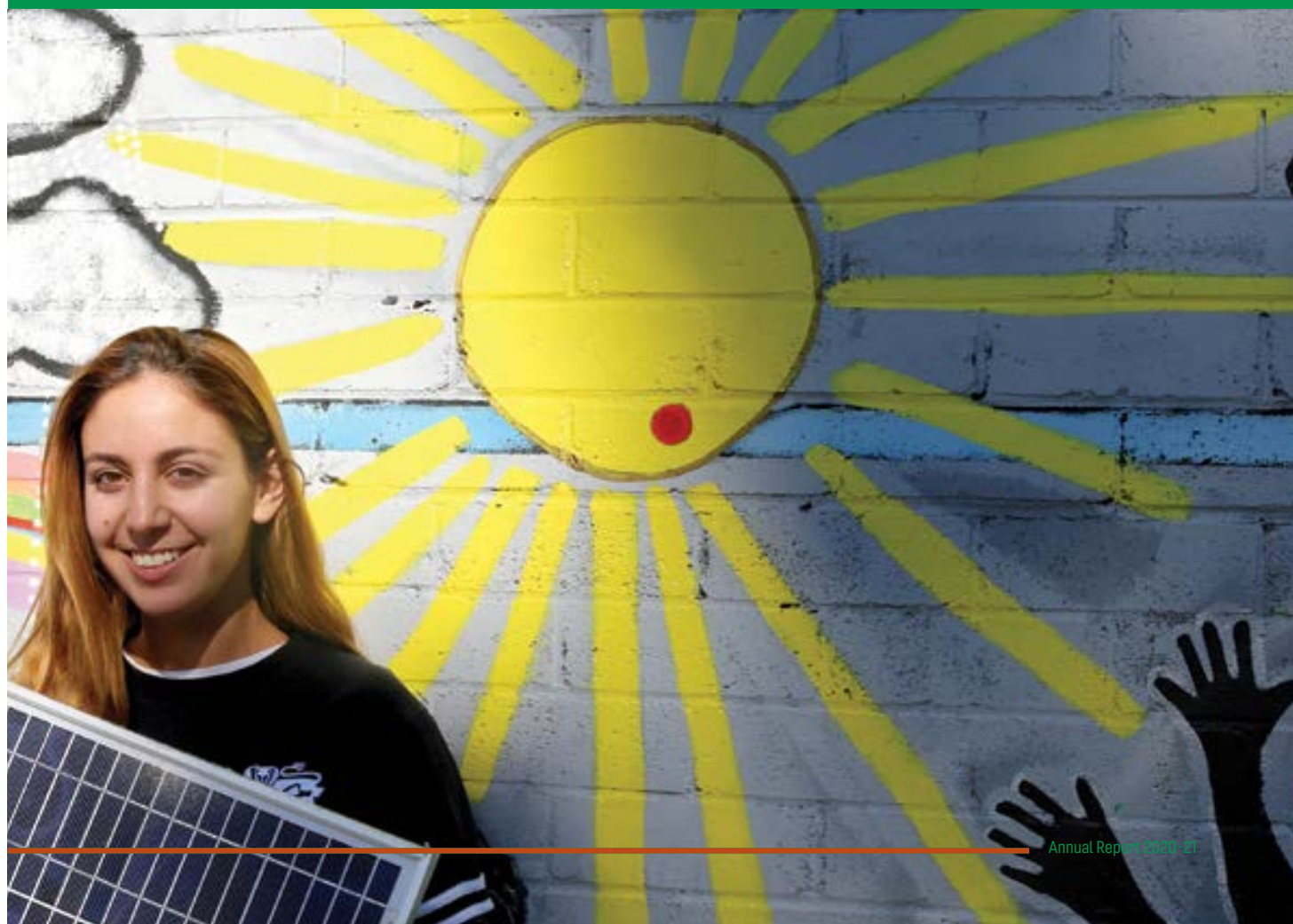


Notts Avenue Streetscape and Safety Upgrade



SUSTAINABLE ENVIRONMENT

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflect this in Council strategies. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserving energy and water resources. The Sustainable Environment theme in the Waverley Community Strategic Plan 2018–2029, strive to be a resilient and environmentally sustainable environment.



YEAR IN REVIEW

WAVERLEY COUNCIL'S GREENHOUSE GAS EMISSIONS

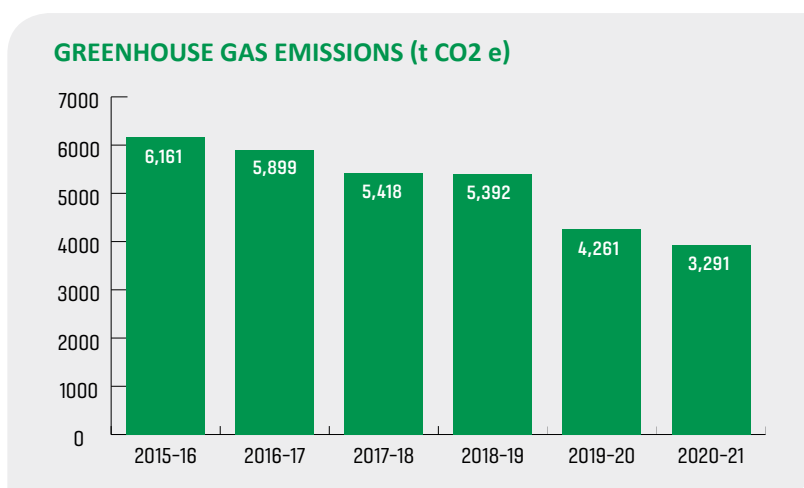
Council is meeting our organisational emission reduction targets and has achieved a 50% reduction in greenhouse gas emissions compared to the baseline year. Ongoing energy optimisation at council buildings, including the installation of a data enabled HVAC upgrade at Waverley Library, and ongoing renewable energy power purchase agreement, resulting in approximately 30% of Council's electricity being supplied from the Moree Solar Farm project until 2030, have contributed to this reduction.

Council was able to offset residual electricity and transport emissions last year, achieving net zero emissions for the 2020–21 financial year.

FUTURE PROOFING RESIDENTIAL DEVELOPMENT TO CLIMATE CHANGE

In partnership with neighbouring Councils, State and Commonwealth Government, Council researched on the effectiveness of current building controls and its effectiveness in addressing climate change issues such as projected average and extreme temperature increases and projected seasonal rainfall declines.

The research findings state that as the number of warm days increases, cooling needs for houses and apartments may surge by



more than 300% by 2070, potentially threatening the safety of communities in the region. Subsequent research also identified design solutions to improve the heating and cooling of buildings for Waverley residents through design solutions, such as building materials, window glazing and improved shading. Council is using the findings of this research to implement actions to reduce risks and potential costs to occupants by addressing heat resilience emission reductions, energy performance and water management through building and development guidance.

The project was recognised by the Greater Sydney Commission, winning the Planning Disruptor Award, for its clear recommendations to improve and update State planning instruments using future climate data files to ensure dwellings meet thermal comfort compliance and are safer for residents.

BUILDING FUTURES – SUPPORTING ENERGY SAVINGS IN APARTMENT BLOCKS

The Building Futures program was launched with 10 multi-level apartment buildings in Bondi Junction committing to reduce their energy and water consumption and improve their waste management practices.

In 2020–21, in response to the economic and social challenges presented by the COVID-19 pandemic, the third round of Building Futures included aged care and social housing participants to reduce energy consumption in common areas, operating costs, and carbon emissions for vulnerable residents.

In 2020, the Building Futures program won the State and National categories Environmental achievement at the Local Government Professionals Awards.



SOLAR MY STRATA PILOT

Council launched the complimentary Solar my Strata pilot program in 2020–21 to help smaller apartment blocks (those with under 40 apartments) address barriers to implementing rooftop solar solutions. Of the eight buildings selected to participate, two buildings committed to installing solar power systems for individual use within a short nine-month timeframe: a four-unit block in Bondi and a six-unit block in Bronte. Another two buildings are likely to proceed with solar next financial year.

SOLAR MY SCHOOL WINS HIGHEST DESIGN AND INNOVATION HONOUR

Part of the three-Council Regional Environment Program (Waverley Council, Randwick City Council and Woollahra Municipal Council), the Tri-Council Solar my School program was designed to increase uptake of renewable energy in the Eastern Suburbs, reduce carbon community greenhouse gas

emissions and meet local environmental targets.

In 2020–21, 97% (60 of 64) schools in Eastern Suburbs were involved in the program. By the end of the financial year, the program expanded, and 1.95MWh of solar power was installed across 138 schools in NSW. Solar my School won the Service Design Public Sector Services award in recognition for outstanding design and innovation, adding to a long list of recognition and awards for this Council program.

SOLAR MY CLUB

Based on the successful Solar my School program, Waverley, Randwick, and Woollahra Councils

launched the Solar my Club program in 2020 to support community organisations, religious organisations, and clubs to reap the benefits of renewable energy.

Currently, 26 organisations are participating across the eastern suburbs. Waverley organisations that have received Solar Power include North Bondi Surf Life Saving Club, Nefesh Synagogue and North Bondi RSL.

INCREASING TREE CANOPY COVER

Council supports the five million tree program and plants new trees every year. In 2020–21, 405 trees were planted, 323 in 2019–20, 203 in 2018–19 and 336 in 2017–18.





Bondi Beach Public School - Solar my School

BIODIVERSITY ACTION PLAN – REMNANT SITES

Council undertook a Bushland Remnant Condition and Flora Survey in February 2020 to assess the health of remnant bushland. This is the third Bushland Remnant Condition and Flora Survey undertaken in the LGA. Highlights of the Bushland Remnant Condition and Flora Survey 2020 include:

- The area of good condition remnant vegetation recorded in 2020 doubled compared to the 2015 survey. The significant gains in the area of good condition were:
 - 1,500m² at York Road Bushland, Queens Park (Centennial Parklands land with the assistance from Council)
 - 625m² at York Road verge, Queens Park (Council managed land)
- In addition to this increase of remnant vegetation in good condition:
 - There was a 10% increase in the average number of indigenous plant species per patch of remnant vegetation in 2020 compared with 2015
 - 26 patches of remnant vegetation expanded via natural processes, including natural regeneration from the soil seedbank as a result of bush regeneration
 - 15 native plant communities are present in the LGA compared to 2015
 - Four new species were recorded in 2020 that were not previously recorded in the Waverley Council area and

four species that were not recorded in 2015, but which were recorded between 1995 and 2010 have reappeared

- Four species once thought rare in the LGA are no longer rare
- 63 plant species are locally rare species, representing 54% of the 117 indigenous plant species.

These increases in vegetation area and condition are strong evidence that the implementation of the Biodiversity Action Plans: Remnant Sites 2015–2020, has been successful.

BRONTE GULLY ECOLOGICAL RESTORATION ACTION PLAN 2015–2045 (ERAP)

The ongoing ecological restoration of Bronte Gully is biodiversity and habitat availability for native fauna

and aims to attract more species into the area. This 30-year project is expanding the coverage of healthy native vegetation to the Gully. It is providing high quality passive recreation and educational opportunities for the local community and those visiting the area.

Plants in Zone 4, on the northern slope, are reproducing and providing resources for native birds and animals. This section of the slope is flourishing with around 20 native plant species. Previously, this area was under a monoculture of the weed, Giant Reed (*Arundo donax*). Zone 7c and the eastern half of Zone 3 were planted in 2019 and 2020, along with the western half of Zone 8a.

In 2021, erosion controls were installed in Zone 9b and the eastern half of Zone 8b. These zones will be planted in 2022. In 2021, exotic and weedy coral trees and vines were removed from Zone 5, in preparation for erosion control works in 2022 and planting in 2023.

National Tree Day events were held in Bronte Gully in 2018 and 2019, and in Varna Park in 2022. In addition, two volunteer Bushcare groups in the Gully enhance the regular work of professional bush regeneration contractors.

LIVING CONNECTIONS PROGRAM

The Living Connections program links habitat corridors to enable bird species such as the Superb Fairywren and New Holland honeyeater to move freely and access shelter and food. Habitat mapping conducted by Council identified the potential to link the coastal habitat corridor at Bronte and Tamarama with fragmented

habitat pockets that are dotted up towards Waverley and Centennial Park. Council piloted the program in Bronte and Tamarama with seven households.

Last year, more than 85 households joined the Living Connections program, receiving a free garden assessment, landscaping advice and over 1500 new native seedlings, taking the program total to over 160 habitat gardens on private land in Waverley, with more than 3,000 new seedlings planted since 2018. Council also planted new natives on Council land near the habitat corridor, including Gaerloch Reserve, Varna Park and Calga Reserve, to support the program outcomes, which NSW Environmental Trust assists.

Education and knowledge sharing were supported through biodiversity and landscaping workshops with 150 people participating, and a growing Council Facebook group. Living Connections received a commendation in the 2020 Greater Sydney Commission Planning Awards.

GREENING OUR CITY THROUGH SKYPARKS

Funded by NSW Government in

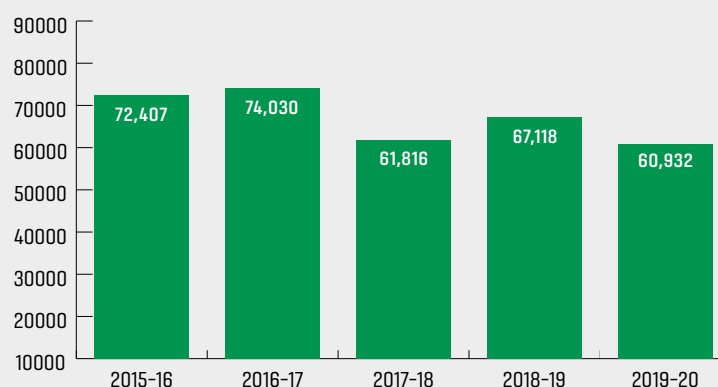
association with Local Government NSW, Council received a Greening our City Innovation grant to research, implement and develop cost-effective methods for greening under-utilised urban spaces. Working with UNSW, Scentre Group and Leading industry experts and suppliers, the SkyParks project will see gardens planted on car parks, terraces and other urban spaces in Waverley, including at Westfield Bondi Junction. The project will help better understand and measure cooling benefits, improved air and water, as well as broader community benefits of making Waverley a greener place to live, work and visit.

WATER CONSERVATION AND CONSUMPTION

Council has met our water conservation target to achieve no increase in potable (mains) water use (based on 2005–06 levels), despite challenges such as temperature increases, population growth and parks and greenspace maintenance requirements.

Smart irrigation controllers were installed in all parks using automatic watering systems

WATER CONSUMPTION (KI)



88

to ensure Council continues to optimise and minimise water consumption. These cloud-based controllers save drinking water using predictive watering, which adjust watering time and volume based on forecast and actual rainfall. An advance digital leak detection system is also in place to ensure rapid response and rectification to leaks and issues across Council assets and facilities.

Council also installed water-saving signage for the community and visitors in the amenities and beach showers at Bronte, Tamarama and Bondi.

To offset mains water consumption, Council maintains an extensive recycled water network that harvests, treats and supplies water for non-potable purposes.

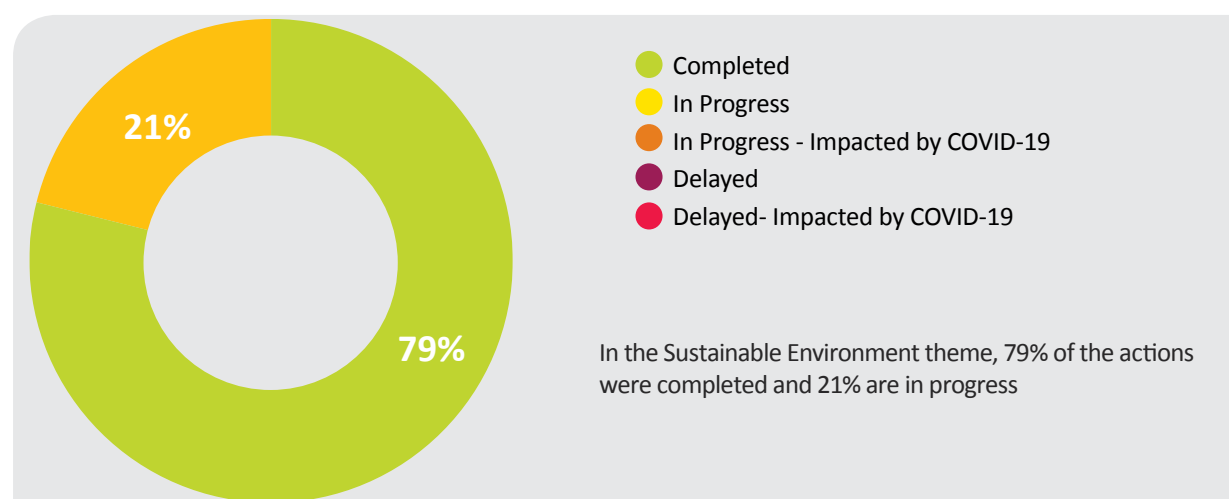
Last year recycled water use was 70 megalitres. Notwithstanding a 25% decrease on the previous year due to reduced demand at beach amenities during COVID-19 restrictions, the recycled water system delivered a cost saving of \$91,000 for the year.

WATERFIX STRATA – COLLABORATION WITH SYDNEY WATER

Through the tri-council Regional Environment Program, Council with neighbouring Councils have partnered with Sydney Water to enable local apartment buildings to make easier water cost savings via the Waterfix Strata program. The online platform and targeted promotions started in May 2021. Council received more than 50

registrations from eastern suburbs apartment buildings in its first five weeks, with more than 20 apartment buildings now implementing WaterFix and resulting in up to 30% savings on their water bills.

SUSTAINABLE ENVIRONMENT



* Cost of potable water equivalent minus scheduled recycled water system maintenance costs.



SUSTAINABLE WASTE

Reducing and managing waste is a priority for us. From households, businesses and public spaces, we recognise that any waste sent to landfill (as well as the way it gets to landfill) has long-term environmental impacts. We aim to be at the forefront of waste management to reduce these risks for our community. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley. The Sustainable Waste Management theme in the Waverley Community Strategic Plan 2018–2029 aims to progress Waverley to be a zero waste community.



Annual Report 2020-21

YEAR IN REVIEW

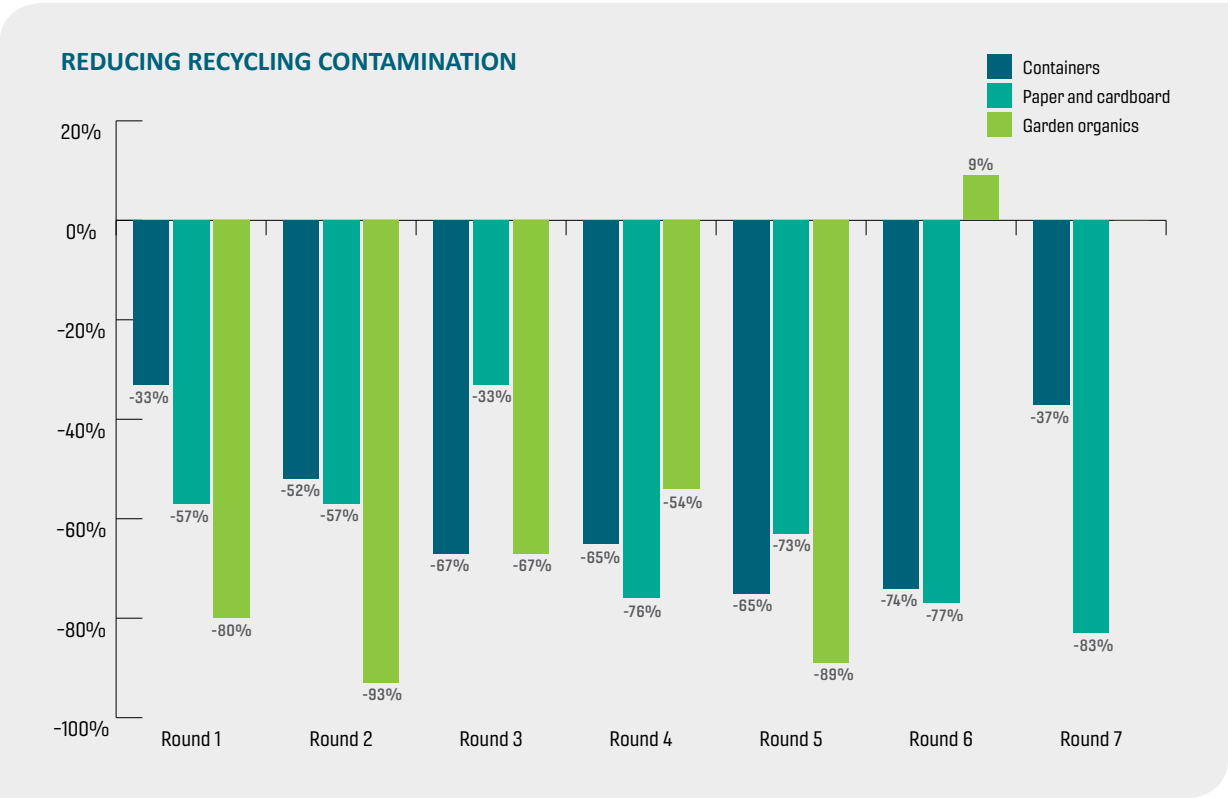
RECYCLING IMPROVEMENT PROGRAM

The Recycling Improvement Program targeting apartment buildings with waste infrastructure, education, and support have more than halved contamination rates,

leading to better recycling outcomes.

In 2020–21 the program resulted in a 74% reduction in contamination in the container recycling bin (yellow lid bin) and a 70% reduction in the paper and cardboard recycling bin (blue lid bin). The Sustainable Apartments

Newsletter was created to provide targeted messaging around sustainability initiatives, including waste, recycling, and circular economy messages, to apartment building stakeholders. The first newsletter was sent to more than 400 people in March 2021.



WASTE COLLECTION AND TREATMENT

Residential and public bin waste collected by Council continues to be processed through a waste treatment system. Council is continuing to work with waste processing contractors and the NSW Environment Protection

Authority (EPA) to ensure landfill diversion is maximised under the current NSW regulations. A Waste Management System related tender to optimise kerbside collection is in development.

Council’s waste processing contractor, Veolia Environmental Services (Australia) Pty Ltd, is

developing opportunities to improve landfill diversion performance. Veolia is proceeding with a five-year pilot to use organic output material from waste processing to rehabilitate a tailings dam at a mine site. In addition to the expected improvement in landfill diversion and other

environmental outcomes, this trial will benefit Council financially in the long-term as organic output material used for the tailings dam rehabilitation will be exempt from the NSW waste levy.

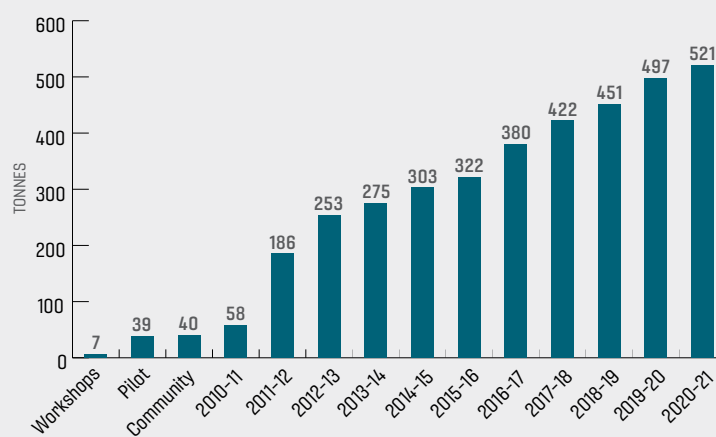
revolution. More than 14,000 eastern suburbs residents have joined the program. Worm farming and composting reduces the amount of waste sent to landfill. It also reduces greenhouse gas

emissions from transport. Since 2010, Waverley residents have diverted 3,708 tonnes from landfill saving 7,044 tonnes of Greenhouse Gases (GHGs).

COMPOST REVOLUTION CELEBRATED ITS 10TH BIRTHDAY

Compost Revolution, a program started by Waverley, Woollahra and Randwick Councils to help the local community learn how to compost and reduce food waste, turned 10 in 2020. From a pilot program offering workshops to residents in the eastern suburbs, the Compost Revolution has grown to become Australia's largest community of composters and worm farmers with more than 61,000 households joining in the

COMPOST REVOLUTION - TONNES DIVERTED



DIVERTING PROBLEM WASTE FROM LANDFILL

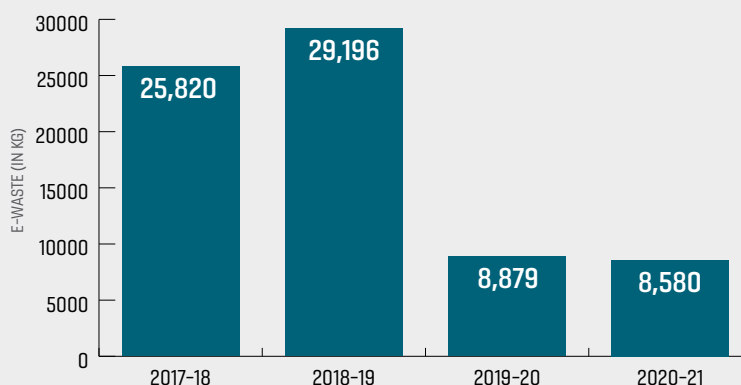
Council provides problem waste recycling stations located at the Library and Customer Service Centre to collect and recycle batteries, mobile phones, and printer cartridges. Two additional problem waste stations are located at Rose Bay Secondary School and Waverley College as a trial with the school communities.

From 2017 to 2020, Council offered electronic waste drop off events and, in 2021, moved to include a broader list of materials accepted at the Problem Waste Drop Off Events. Since 2017, 75.5 tonnes of large e-waste have been diverted through seven events delivered between July 2017 and June 2021 attracting 2,234 people.

The chart below shows the total e-waste collected at the E-waste days from 2017–2020 and the Problem Waste Drop Off Events in 2021. Due to the decreasing size/volume of electronic waste and

growing complexity of recycling other materials, Council changed the model of the recycling events in 2020 to offer additional waste streams. The significant drop in 2019–20 is in part due to the

LARGE E-WASTE DIVERTED FROM LANDFILL





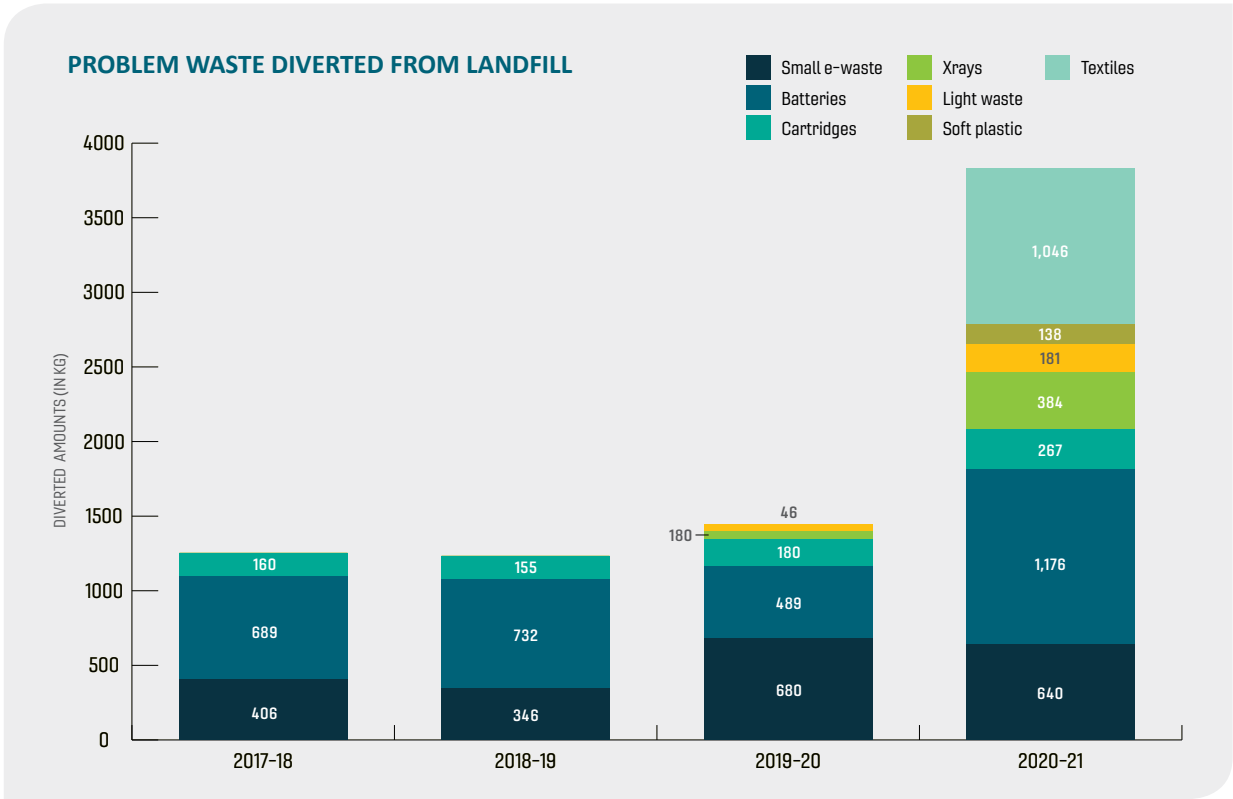
decreasing size of materials and from the COVID-19 pandemic. In 2019–20, only one event was held, and there was a 14-month gap between the events, which is likely to have contributed to the lower attendance for the 2021 events.

In 2020, the new events, called Problem Waste Drop Off Events, included bulky cardboard, textiles,

polystyrene, globes, fluorescent tubes, household batteries, medical scans (x-rays and CT scans), mobile phones and accessories. These events were offered four times per year and were promoted through social media posts, truck art, local print media, and digital signage.

The problem waste stations were expanded in 2020 to accept additional items including light globes, fluorescent tubes, and oral care products and promoted to increase community uptake.

Council also offers safe collection and disposal of sharps at six chemists. In 2020–21, Council collected 300kgs of sharps.



LITTER REDUCTION PROGRAMS

Annual litter audits were conducted at Bondi, Bronte and Tamarama beaches. There has been a trend of litter reduction over the past 12-years at Bondi Beach. The average litter count on the beach per 48 square metres reduced to six in 2021 from 16 in 2009. The most littered beach was Bondi, followed by Bronte and then Tamarama. Beach walls had the highest accumulation of litter, the centre second and the foreshore was the least littered area of all beaches.

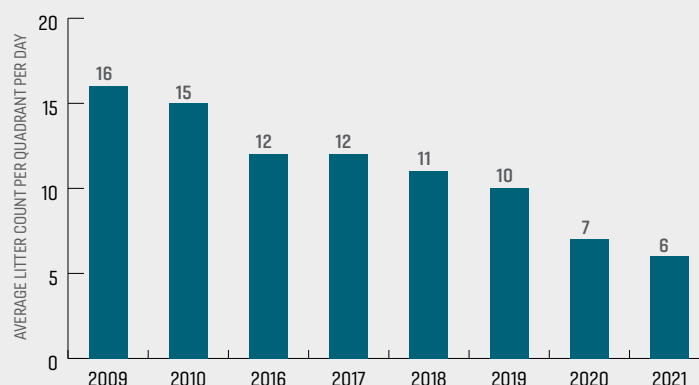
Each summer, Council implements a litter prevention program that involves community engagement, infrastructure improvement and enforcement activities.

In 2020, the Being Litter Smart in Bondi program engaged 69 Bondi Beach businesses to improve waste bin presentation, resulting in an 83% reduction of packaging litter by volume. The program received a Keep Australia Beautiful NSW award.

In 2020, Council's internal events guidelines were adopted and now include a ban on single use plastics for internal events, meetings, workshops and training. Additionally, Council began sampling for microplastics and provided training to 25 community members through a citizen science program called Ausmap.

Although plastics remain the most littered item on our beaches, cigarette butts are one of the most frequently littered items and a key concern for Council.

AVERAGE LITTER COUNTS BOND BEACH IN SUMMER



COMMUNITY WASTE EDUCATION PROGRAMMING

Council delivered public events such as Summerama and Keep Bondi Beautiful to talk about waste avoidance. Garage Sale Trail held in November each year promoted resale and buying second hand products. Plastic Free July prompted residents and businesses to rethink and refuse single use plastics during Plastic Free July every year. Council also offered a wide range of in-person and online workshops on topics ranging from reusable nappies, repairing electronics, mending clothes, getting started going plastic free and more.

The Binwise Education Program to promote waste avoidance and source separation of waste was delivered to seven schools and 1,120 primary and 40 early education students in 2020 and 480 primary students to date in 2021.

COLLABORATION FOR IMPACT

Council's Collaborating for Impact (C4I) Program won the Community Partnership and Collaboration category in 2020 LG Pro NSW Local Government Excellence Awards for NSW. This program was delivered in partnership with 10 local environmental groups. More than 30 individuals mobilised community action on waste avoidance, litter prevention and reducing single-use plastics. C4I initiatives reached more than 3,500 people.

PROBLEM WASTE RECYCLING STATIONS

Council's two problem waste recycling stations have expanded to accept x-rays, light globes and oral care products in addition to batteries, mobile phones and printer cartridges. Expanding problem waste recycling stations will help the Council achieve a 90% resource recovery rate for residential and commercial waste by 2029.



Microplastics sampling at Bondi Beach

Many problem waste items contain valuable materials that can be recovered and reused in new products, reducing reliance on creating new materials and supporting a circular economy. In addition, problem wastes can leach hazardous materials if sent to landfill.

COUNCIL JOINS
FIGHT AGAINST
MICROPLASTICS

Council is helping staff and the community map dangerous litter and marine debris at our beaches and waterways. Council recently invited local environmental volunteers to a training day run by Ausmap on how to sample and analyse microplastic pollution.

Ausmap is an award-winning project led by The Total Environment Centre and Macquarie University to investigate microplastic pollution in Australian aquatic environments and is led by leading marine debris and litter researcher Dr Scott Wilson.

Microplastics are tiny pieces of plastic debris, generally defined as 5mm or smaller in diameter, resulting from the breakdown of industrial waste and common consumer products such as plastic

bottle tops, cigarette butts and textile fibres.

Council’s microplastics training day help Council officers and our community environmental champions follow Ausmap’s standard assessment method to capture microplastic pollution data and share these results on a searchable and interactive map that allows our community to see where microplastics are found around Australia.

Boomerang Bags, The Wilderness Society, Plastic Free Bronte, and Seaside Scavenge were among the groups that attended the training

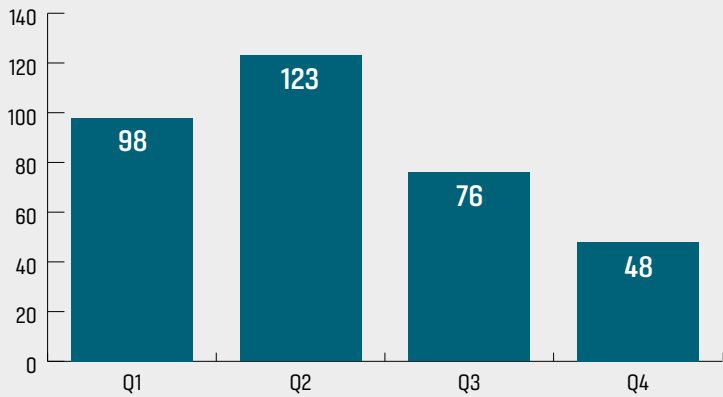
day funded by Council through an NSW Environment Protection Authority and Waste Less Recycle More initiative, funded by the waste levy.

Council’s annual litter audits show that the litter at Bondi Beach has been reduced to 10 items per 48 square metres, down from 27 items per 48 square metres in 2007.

COMPOST BINS
AND WORMFARMS

In 2020–21, 345 compost bins and wormfarms were distributed. to Waverley residents.

WORMFARMS AND COMPOST BINS DISTRIBUTED



95 SUSTAINABLE WASTE

95





CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement theme in the Waverley Community Strategic Plan 2018–2029 aspires to make Waverley an ethical Council that delivers efficient service to the community, form 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.



YEAR IN REVIEW

EXCELLENCE IN CUSTOMER SERVICE

In November 2020, the Customer Service Team received the Highly Commended Award at the Australia wide Local Government Customer Service Network Awards ceremony. The award acknowledged the Customer Service Team, who demonstrated resilience and teamwork in change, communication, performance and morale during the early months of the COVID-19 pandemic. The Customer Service staff at Council were praised for maintaining a positive spirit while managing customer feedback about the beach closures and their willingness to take on additional

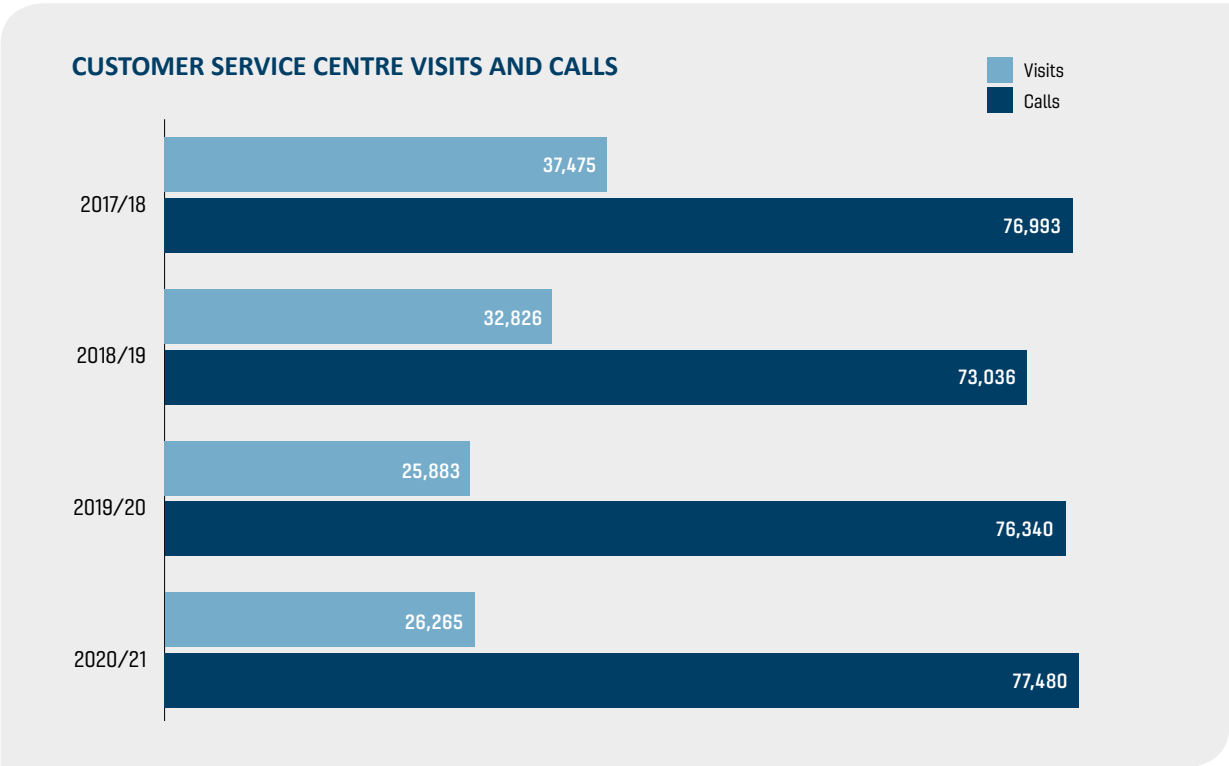
tasks while based at Council Chambers during the centre's closure.

CUSTOMER SERVICE IMPROVEMENTS

From 2017 to 2021, there has been a 30% decrease in the volume of customers visiting the Customer Service Centre. This can be attributed to several factors, primarily the impact of the COVID-19 pandemic, the expansion of online payment options for customers, the implementation of electronic planning lodgements and customers' continued preference to use contactless communication methods. Call volumes have remained steady

across the four years, with residents continuing to call Customer Service to report an issue or request a service.

From January 2021, planning applications were required to be lodged electronically through the NSW Planning Portal. Customers no longer have to visit the Customer Service Centre to submit hard copies of plans. The reduction in visitors to the centre has seen a corresponding increase in emails, with Customer Service staff actioning 44,935 emails in 2020–21, an increase of approximately 300% since 2017–18. This includes over 14,000 emails for parking permit renewals and applications and over 6,000 emails from





Council Staff Charitable Trust

residents wanting planning information, including fee quotes and file searches. Other emails include requests for service, such as Your Call collections, with 41,600 service requests logged by both phone and email in 2020–21.

RISK INITIATIVES

In 2020–21, Council developed a draft Business Continuity Policy and a draft Business Continuity Framework. These draft documents informed the development of an overarching draft Business Continuity Plan (BCP), which includes the functions undertaken at the Waverley Civic Centre (Head Office). The BCP is to be expanded in the forthcoming year by developing individual plans for all sites outside the Civic Centre. In response to the COVID-19 pandemic, a Crisis Management Team was established in early 2020 to lead Council's response, with an associated Pandemic Plan prepared and implemented. This work was also used to inform aspects of the BCP.

COUNCIL STAFF CHARITABLE TRUST DONATIONS TOP \$150,000

The Waverley Council Staff Charitable Trust celebrated its 20th

anniversary in August 2020 with an \$18,000 donation to three charities making a significant difference in the community. Gunawirra, Killara Refuge Randwick (St Vinnies) and the Artists' Benevolent Fund (National Association for Visual Arts) received a \$6000 donation to help them continue their valuable work.

The Waverley Council Staff Charitable Trust is a group of employees who have voluntarily banded together to organise donations for worthwhile charities. Since 2000, the Trust has distributed more than \$151,193 to local charities through Council staff donating a portion of their wages. Each year, three charities are nominated to receive donations.

COMPLAINTS MANAGEMENT REVIEW

In November 2020, staff were surveyed on how they receive, save and respond to complaints from the community. Councillors were also surveyed, and an online meeting was held with the Combined Precincts. The information collected during this process was used in the drafting of a new Complaints Management Policy and Complaints Management Procedure which includes direction to staff for

capturing and responding to community complaints in the Customer Relationship Management System for easy analysis and reporting to:

- Improve our service and responsiveness
- Strengthen customer satisfaction
- Identify recurring and systemic issues and implement proactive measures.

The Complaints Management Policy and Complaints Management Procedure are currently being finalised.

WORK HEALTH AND SAFETY

Council is committed to driving our safety-first culture and contributing positively to the health and wellbeing of each other and our community. In support of this commitment, Council revised its Policy and Procedure in relation to the management of alcohol and drugs in the workplace in August 2020. This included the introduction of an alcohol and drug screening program which commenced in April 2021.

The introduction of a screening program ensures Council meet our work, health and safety obligations by providing everyone with a safe workplace and community. In

addition, Council will continue to support employees who may experience alcohol or drug related challenges in their lives.

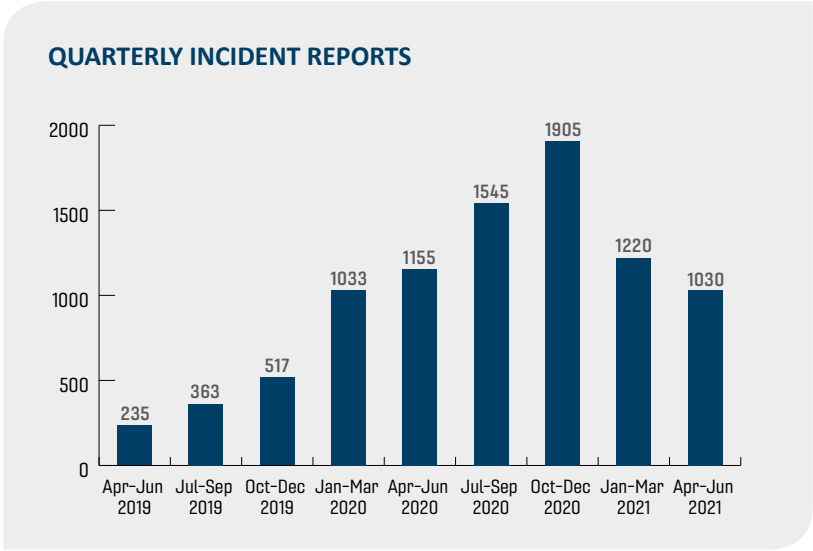
Based on staff request, Council restructured the Work Health and Safety (WHS) consultation arrangements including our WHS Committee and Health and Safety Representatives and a newly formed wellbeing committee, the Waverley Well-being Warriors.

In October 2020, the program's purpose was to identify how employers prevent and manage hazardous manual tasks and ergonomic risks in the workplace.

A combination approach was used, which included advisory, education and compliance. This included advice on the key principles around effective hazardous manual task risk management and relevant legislative requirements. Council has since implemented improvement measures in the Waste department and has commenced work within our other high-risk work environments.

SNAP SEND SOLVE

Snap Send Solve is an easy and efficient way to notify the Council of issues that need addressing. The app identifies the specific location and directs customers to include contact details and photos for more efficient identification and resolution of the problem. In 2020–21, Council received 5,700 incident reports. There was a spike in April 2020, with many residents working from home during the pandemic and reporting dumped rubbish and illegal parking incidents in their neighbourhood. There was another spike in September and October 2020 with Council staff



using the app to record incidents across the Waverley area.

The graph above provides the number of incident reports sent to the Council.

WAVERLEY PEOPLE PLAN 2020–2024

In August 2020, the People Plan 2020–24 was launched. This integrated people strategy responds to a number of items from the 2019 Staff Engagement Survey results and includes leadership, diversity and inclusion, career development, and reward and recognition. The plan aims to build a safe and healthy, adaptable, fit for purpose workforce that supports our staff to deliver to the community through intelligent technology, efficient systems and processes and capable leaders underpinned by our values. To deliver the People Plan, Council initiated a human resource and safety transformation project. This project will provide a more strategic approach, integrated and aligned with the delivery program, and

make a direct contribution to Council’s long-term objectives. Several initiatives under the Waverley People Plan 2020–24 are well underway.

UPRISE COUNCIL’S NEW EMPLOYEE WELL-BEING PROGRAM

In September 2020, Council launched Uprise, a new holistic health and well-being program. Council currently offers staff, and their family members access to the Health and Wellbeing Support Program. Uprise provides tailored interventions to people based on their well-being levels and support preferences, including early assessments, skills development, coaching and support and therapy.

Unlike employee counselling/therapy (EAP) that reacts once employees are already in crisis, Uprise’s technology identifies and supports an employee’s mental health and wellbeing before they reach crisis point, whereas the traditional Employee Assistance

Program is reactive crisis management, Uprise is crisis prevention.

PRECINCT ENGAGEMENT

With the impact of COVID-19, individual Precinct meetings and the Combined Precincts' meetings transitioned to an online platform. Precincts continued to be engaged on strategic issues, major projects and strategy development via Zoom. Projects that Precincts were engaged on include the draft Development Control Plan/Local Environmental Plan, Waverley's Heritage Assessment Study and Waverley's draft Engagement Policy and Strategy. Feedback received during this period on the effectiveness of engagement through Zoom meetings, including the flexibility it provides to allow broader participation, was very positive.

To further engage Precincts on strategic issues, a Precinct satisfaction online survey was undertaken with the Precinct Executive Committee members inviting feedback on their levels of

satisfaction with their ability to contribute to shaping the future of Waverley through Council's decision-making processes.

In 2020, the Precinct Satisfaction Survey reflected a 76% overall satisfaction rating with opportunities made available to Precinct representatives to have input to Council on strategic issues (of the total respondents of 21, 16 respondents were satisfied). In 2021, the survey reflected 73% overall satisfaction (of the total 22 respondents, 16 respondents were satisfied). Strategies developed to address areas for continued improvement are planned for implementation in 2021–22.

FRAUD AND CORRUPTION CONTROL FRAMEWORK

A draft Fraud and Corruption Control Framework (including Policy/Strategy and Plan) was developed during the 2020–21 financial year. Council's Internal Auditors have reviewed the documents and undertaken an independent Fraud and Corruption

Control Assessment of Council.

This assessment has resulted in the Internal Auditors making a series of recommendations that have been endorsed by management for implementation through to June 2023.

PROCUREMENT POLICY

The revised and updated Procurement Policy was completed and approved by the Executive Leadership Team. A draft Procurement Procedure is being developed to support Policy implementation and to achieve its objectives.

NEW STAFF INTRANET

Work has been progressing on the development of a new staff intranet. The project aims to create a platform for enhanced internal communication, enabling cross-organisational collaboration and supporting increased staff engagement. The new intranet will be a key enabling system for staff across the organisation to have easy access to information that supports their work, whether office



Concierge at our
Customer Service Centre



Waverley Council Chambers

based, working from home or in the field.

WAVERLEY LEADERSHIP DEVELOPMENT PROGRAM

In 2020–21, twenty future leaders completed two modules, strategic planning (delivered externally by UTS, IPPG) and reflective practice (delivered internally). In addition, senior staff attended a three-day program on Adaptive Leadership, based on the work of Hieftz and Linsky (Harvard University). The program was delivered by the Australian Graduate School of Management, University of New South Wales. The 70:20:10 Learning Framework was approved by the General Manager in November 2020 and is coupled with a comprehensive Leadership Development Program for senior, middle and frontline managers and supervisors.

In the last six months, 60 employees commenced performance conversations for the People Leaders Program as part of the Leadership Development Program. This Program is in response to our 2019 Employee Engagement Survey, which stated that employees want to have more meaningful conversations concerning their performance, and opportunities to learn and grow.

COMMUNICATIONS AND ENGAGEMENT

Council's Instagram followers increased by 31.1% from July 2020 to June 2021. Council's Facebook page increased its followers by 15% in the same period. Waverley Weekly went up from 2,500 in July 2020 to more than 8,000 receivers in June 2021, while maintaining a good open rate.

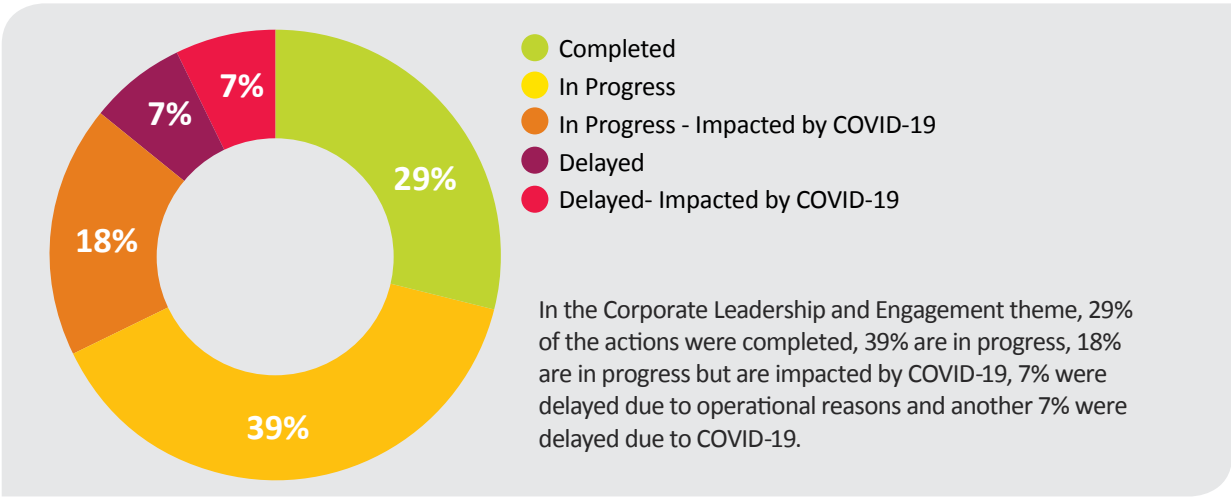
Council received and responded to more than 9,000 messages through its social media platforms (Facebook, Twitter and Instagram), indicating that social media is an important customer service channel.

Drivers of this increased audience engagement were:

- a. Focus on creative and relevant story-telling
- b. Small investments (under \$100 per campaign) in social media boosting for some stories
- c. Marketing and cleaning up the subscription method.

Growth in audience engagement online is expected to continue. Analysing preferences from a larger audience give deeper insights into what engages people and allow ongoing improvements to our communication channels.

CORPORATE LEADERSHIP AND ENGAGEMENT





KNOWLEDGE AND 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. The Knowledge and Innovation theme in the Waverley Community Strategic Plan 2018–2029, strives to position Waverley as a knowledge-driven, innovative and digitally connected community.



YEAR IN REVIEW

PARTNERING WITH STATE GOVERNMENT

To support community safety and create a level of insight to better respond to the COVID-19 pandemic, Council created a single dashboard that merged three data sources to measure daily activity and the volume of people across our busy commercial centres and beaches. The mix of data included pedestrian foot traffic, the volume of waste generated in public spaces, and vehicular movements across Council owned car parks. The temporary dashboard was commended by the Department of Customer Service as the first of its kind. It was used for six months via a data sharing agreement reached between the two government organisations.

In the last 12 months, Council partnered with Transport for NSW

(TfNSW) and local transport operators by entering into data sharing agreements to provide Council's extensive spatial data to identify solutions to existing urban challenges. Council's data is shared via TfNSW Open Data Portal and has been used for two innovation challenges to address kerbside management for ride sharing services and parking.

DIGITAL TRANSFORMATION

Council undertook a range of digital initiatives. They include:

- Completion of planning certificates automation. This has reduced the wait time for certificate requests from four to six working days to a few minutes and eliminated manual intervention
- Capital Works Mapping pilot

project spatially represents all the capital works projects for 2020–21, together with providing project status and contact information, was made live to the public.

BOOT FACTORY RESTORATION

The Council is transforming the three-storey Boot Factory building at the rear of Norman Lee Place, 27-33 Spring Street, into a civic innovation hub. In April 2021, heritage restoration and upgrade of the Boot Factory building in Bondi Junction commenced.

The innovation hub will support collaboration, sharing ideas and partnerships between industry, universities, aligned businesses, innovators, government and community.



Artist's impression of the Boot Factory Restoration



To enhance the restoration of the Boot Factory building, Council is renovating the adjacent Mill Hill Community Centre and will connect the two buildings, providing the opportunity to share facilities, including the lift and accessible amenities.

Key features of Council's restoration and upgrade include:

- Flexible community spaces on the ground floor and top floor of the Boot Factory and the Mill Hill Community Centre
- Upgraded Community and Seniors Centre
- A new café at the Spring Street entry to the precinct with street and courtyard presence
- Upgrades to Norman Lee Place.

The restoration is expected to be completed in March next year.

Community consultation to inform the uses of the civic innovation hub included interviews and roundtables with knowledge and innovations experts from across the country and focus groups and workshops with residents including the Mill Hill Precinct and a Youth Summit. The consultation showed much support and enthusiasm for the Boot Factory to be renovated and reinvigorated as an important local community facility.

Council made arrangements for clients who attend the Mill Hill Community Centre to meet in alternative venues. The Mill Hill Centre will reopen when the restoration and upgrade project is completed.

PUBLIC WI-FI

Council's public Wi-Fi covers six locations across the LGA, including three beaches, Bondi Junction Centre (Oxford Mall and Spring Street), Waverley Library and Waverley Park. This service is used by more than 200,000 residents and visitors each year. A feasibility study was undertaken to identify potential locations for Wi-Fi expansion. The study revealed that tourists are the service's main users, and the current service covers the main tourist hotspots. There were 1.28 million Wi-Fi sessions with 393,000 unique users. The average session duration was 1 hr 6m 42s.

BUSINESS INTELLIGENCE AND DATA PROJECTS

Students from UNSW Data Analytics Master's Program were engaged to explore data sharing and reporting opportunities across Council. There has been an increase in data insights across the organisation through dashboard reporting using business intelligence tools. Some examples of projects include:

- Publishing spatial data as open data via TfNSW open data portal
- Partnering with TfNSW and app developers to share data for a Parking Innovation Challenge
- Partnering with TfNSW and local transport operators to share data for a Transport Innovation Project (Pick Up/Drop Off bays)
- Sharing dashboards with State Government Departments in response to COVID-19
- Acquiring and analysing spending data to discover insights into the

effects of COVID-19 restrictions on local businesses

- Using data to develop a framework for assessing the health and viability of a commercial centre.

Below is an example of the Council's dashboards relating to car park occupancy rates, showing the impact of COVID-19 restrictions on visitors to Bondi Junction Commercial Centre.

SMART CITIES STRATEGY 2023

Implementation of Smart Cities Strategy is in progress.

A Smart Cities Advisory Group was established to oversee the delivery of the Smart Waverley Strategy. The advisory group is a collaboration between internal staff to:

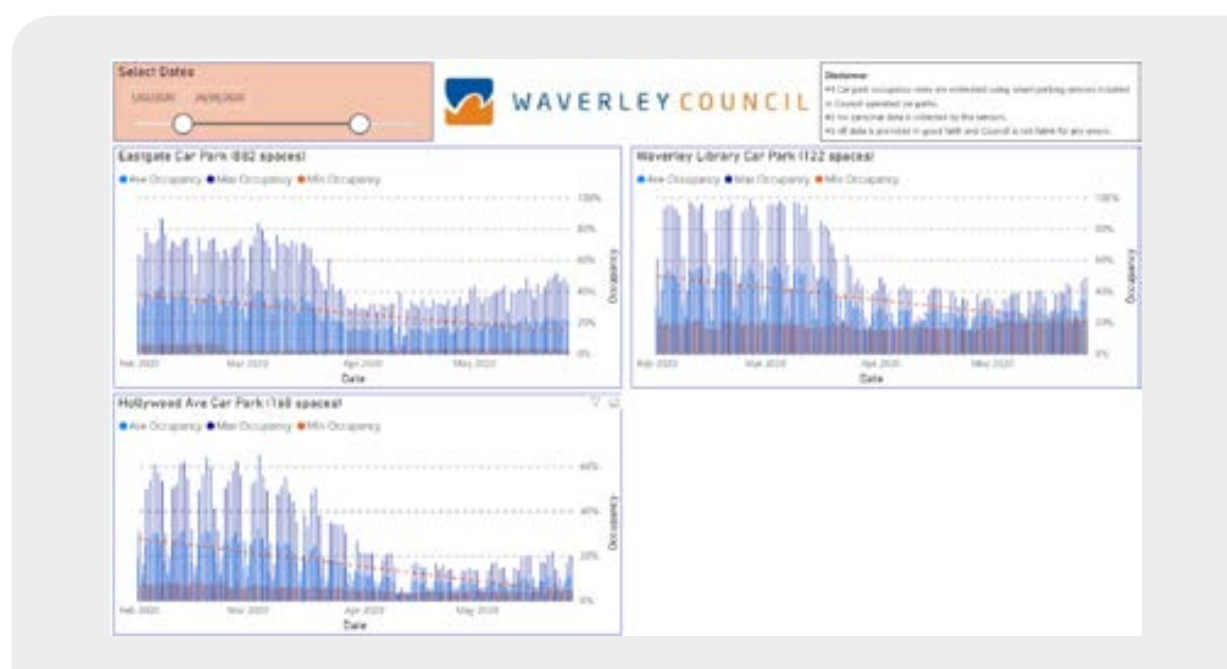
- Research and share case studies, industry standards and trends
- Monitor and report on

implementation of the Smart Waverley Program and projects

- Provide advice and support on strategic and technical issues raised by the project managers or directors
- Oversee the framework in which data is being managed across the organisation.

There has been progress in embedding Smart Cities knowledge and concepts across the organisation. They include:

- Creation of the Smart Waverley Program with an online interactive dashboard
- Creation of Smart Cities Advisory Group (SCAG) to administer the program in partnership with subject matter experts across Council, enabling teams to be at the forefront of innovative technological solutions as part of service delivery
- A series of internal lunch 'n' learn sessions facilitated to demystify technical topics such as



LoRaWAN, 5G, cloud computing, data security, data privacy, Internet of Things (IoT), blockchain, artificial intelligence, big data, interoperability and specific technology solutions

- Marketing completed projects by publishing case studies to inform the community and promote Council innovation
- Conducting presentations on numerous topics at different conferences such as Smart Cities Week, Innovation Forums and Cities Leadership Institute
- Publishing relevant articles in the Planning Institute of Australia (PIA) journal, Public Sector Network and GIS magazines.

A timeline of some of the priority projects that have been completed within the Smart Waverley Program is on the next page.

WASTE MANAGEMENT SYSTEM

The Sustainable Waste Strategy sets actions to design and implement data management and report waste and recycling infrastructure on collection vehicles. The Waste Management Operating System is expected to be delivered in 2021–22 as part of Council's ICT strategy. The system will provide streamlined asset and data management, improved operations management, route management and real-time service and reporting capabilities. This innovative, integrated system will significantly enhance the efficiency of Council's waste management services and develop further customer service improvement opportunities for Council's services.

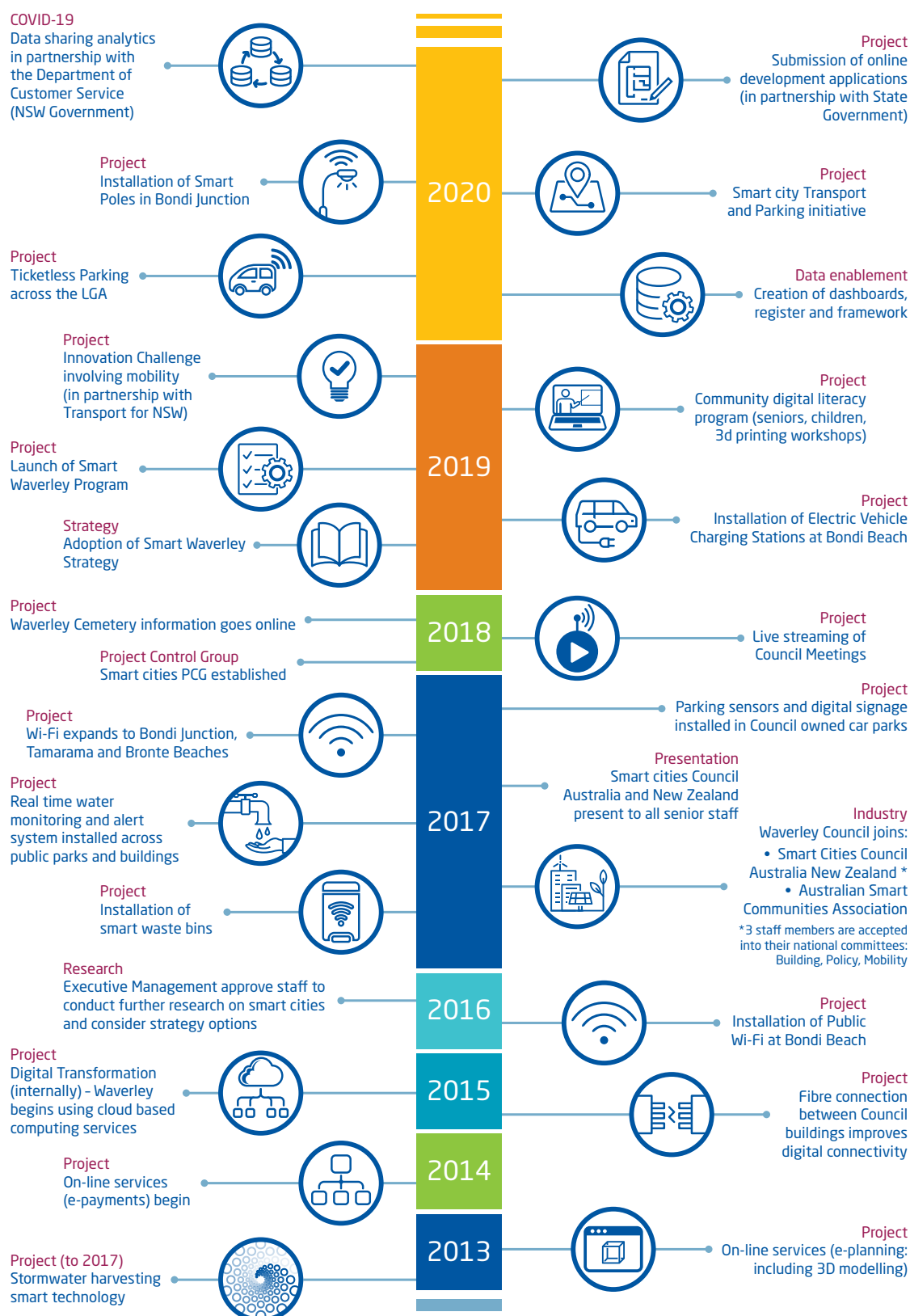
NEW ACQUISITION FOR LOCAL HISTORY COLLECTION

In 2020, Waverley Library purchased 1,350 high quality images for the Local History Collection. The archive includes photographs taken for and used in publications such as the Herald, the Age, the Sydney Sun and the Financial Review and date from the early 20th century to the 1990s. These collections were purchased from Duncan Miller Gallery, based in the United States. The Gallery had acquired the entire Sydney Morning Herald vintage photo archive. These items are housed in the climate controlled Local Studies Archive room while digitisation work is in progress.



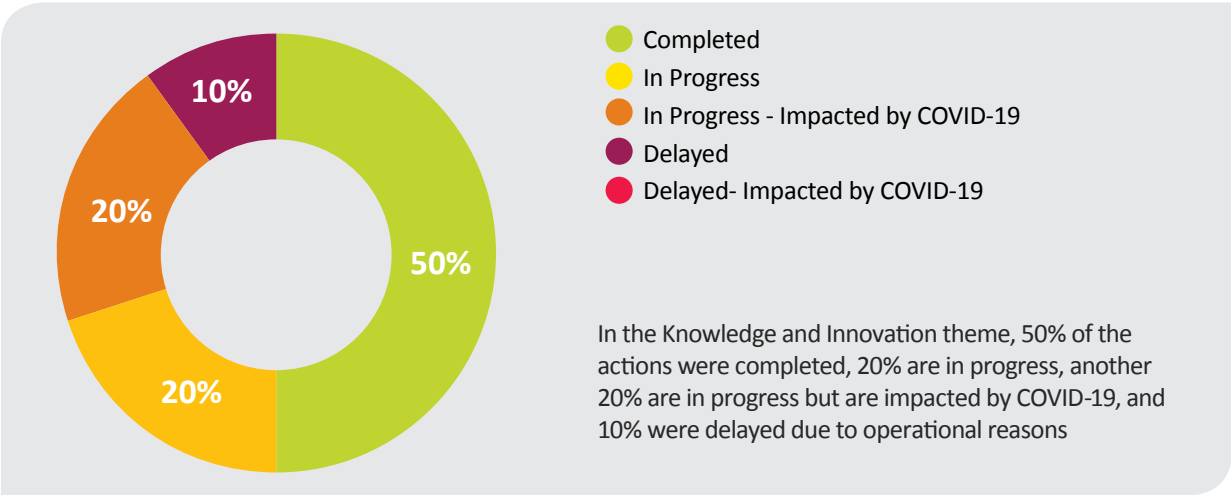
Waverley Library

108

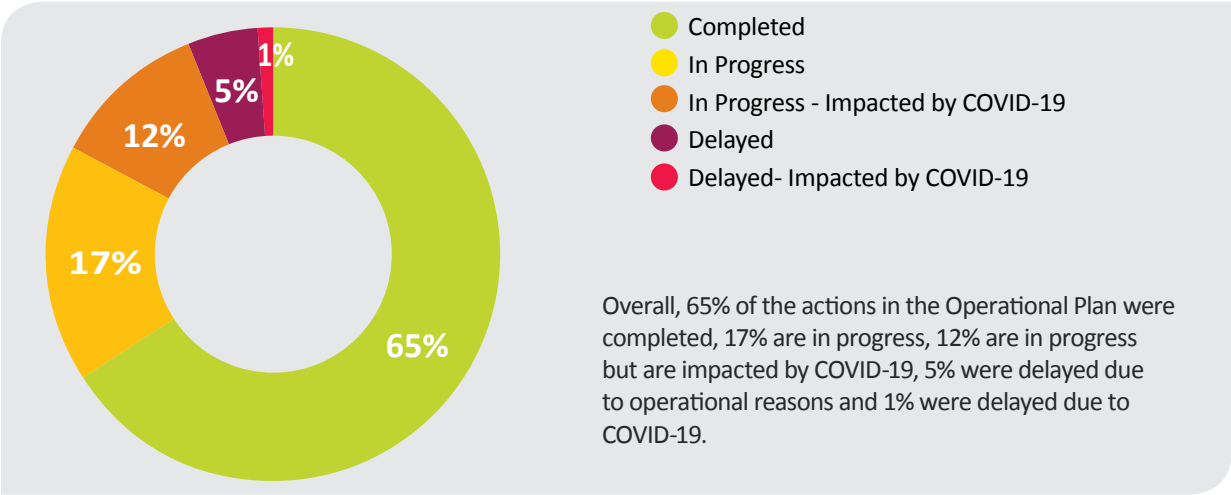


Timeline of priority projects completed within the Smart Waverley Program

KNOWLEDGE AND INNOVATION



OVERALL PERFORMANCE



110

110

Part 03.

MEETING OUR ADDITIONAL STATUTORY REQUIREMENTS

AMOUNT OF RATES AND CHARGES WRITTEN OFF

The following rates and charges were written off during the year.

Assessment number	Description	Rates	Waste and other charges	Extra Charges	Totals
32729.9	Rates for 2020–21 financial year as per Council resolution 7 October 2008 (32–48 Denison Street)	116,799.03	140.79	-	116,939.82
Various	Postponed 2014–15 rates and interest charges	1,649.58	-	1,055.50	2,705.08
	Sub totals	118,448.61	140.79	1,055.50	119,644.90
Various	Pension rebate Government Abandonment Section 575 (Local Government Act)	281,335.77	167,299.62	-	448,635.39
Various	Pension Council Abandonment Section 582	89,725.50			89,725.50
	Sub Totals	371,061.27	167,299.62	-	538,360.89
	Grand Totals	489,509.88	167,440.41	1055.5	658,005.79

MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor fees and expenses	Amount(\$)
Mayoral fees	44,230
Councillor fees	237,472
Miscellaneous expenses	242,874
Office equipment and maintenance	37,303
Telephone calls (mobile and landline)	18,121
Conference and seminars	6,123
Professional development	5,923
Interstate visits	-
Overseas visits	-
Spouse expenses	-
Provision for childcare	2,646

112

COUNCILLOR TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

The following Councillors participated in an ongoing professional development program:

- Cr Sally Betts
- Cr Angela Burrill
- Cr Leon Goltsman
- Cr Dominic WyKanak

Seminars, circulars and other activities were delivered as part of the ongoing professional development program. COVID-19 impacted the ability for Councillors to attend components of professional development training during the reporting period.

GENERAL MANAGER AND SENIOR STAFF REMUNERATION

In 2020–21, Council employed six senior staff as identified under the Local Government Act 1993. The six staff included the General Manager, three Directors, Chief Financial Officer and General Counsel. Please note that there were multiple acting arrangements and resignations during the reporting period. Therefore, the amount includes pay outs and payments made during the acting arrangements.

Position	Total remuneration including all benefits (\$)
General Manager	393,516
Senior Staff	1,628,039
Total	2,021,555

The total remuneration includes:

- I. The total value of the salary component of their packages
- II. The total amount of any bonus payments, performance payments or other payments made that do not form part of the salary component of their packages
- III. The total amount payable by Council by way of the employer's contribution or salary sacrifice
- IV. The total value of any non-cash benefits for which any of them may elect under the package
- V. The total amount payable by Council by way of fringe benefits tax for any such non-cash benefits organisation.

OVERSEAS VISIT BY COUNCIL STAFF

In 2020–21, there were no staff overseas visits.

REPORT ON INFRASTRUCTURE ASSETS

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	*2020–21 Required maintenance	2020–21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
BUILDINGS						
Council Offices/ Administration Centres	223	223	792	817	11,445	24,911
Council Works Depot	–	–	1,002	1,021	8,372	11,185
Council Public Halls	864	864	200	261	21,129	70,002
Libraries	–	–	593	579	21,329	37,025
Cultural Facilities	531	531	684	764	13,054	22,069
Other Buildings	801	801	1,512	1,398	50,163	82,668
Specialised Buildings	39	39	613	682	5,527	7,977
Sub-total	2,458	2,458	5,396	5,522	131,018	255,837

OTHER STRUCTURES						
Other structures	703	291	215	371	18,271	28,631
Sub-total	703	291	215	371	18,271	28,231

ROADS						
Sealed roads	225	–	885	907	64,684	107,713
Footpaths	332	–	5,204	5,455	36,430	63,506
Other road assets	142	–	2,395	2,581	17,083	28,329
Sealed roads structure	–	–	–	–	79,254	195,254
Kerb and Gutter	825	–	67	70	67,420	109,795
Sub-total	1,524	–	8,551	9,013	264,871	504,597

Notes * Required maintenance is the amount identified in Council's asset management plans.

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2020–21 Required maintenance	2020–21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
STORMWATER DRAINAGE						
Stormwater drainage	–	–	407	529	–	29,216
Other	365	–	–	–	75,461	98,195
Sub-total	365	–	407	529	75,461	127,411
OPEN SPACE/ RECREATIONAL ASSETS						
Open Space & Recreational Assets	1,785	–	5,592	5,652	90,430	165,120
Sub-total	1,785	–	5,592	5,652	90,430	165,120
Total - All Assets	6,835	2,749	20,161	21,087	580,051	1,081,596

Infrastructure asset performance indicators (consolidated)*

\$'000	Amounts 2021	Indicator 2021	2020	Prior Periods 2019 2018	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	49,638	268.81%	155.45%	82.56%	94.13%
Depreciation, amortisation and impairment	18,466				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	6,835	1.09%	0.99%	1.01%	1.05%
Net carrying amount of infrastructure assets	625,169				
Asset maintenance ratio					
Actual asset maintenance	21,087	104.59%	108.19%	102.33%	94.25%
Required asset maintenance	20,161				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	2,749	0.25%	0.56%	0.60%	0.64%
Gross replacement cost	1,081,596				

Notes * All asset performance indicators are calculated using the asset classes identified in the previous table.

1. Asset renewals represent the replacement and/or refurbishments of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

INFRASTRUCTURE ASSET CONDITION ASSESSMENT 'KEY'

1 Excellent/Very Good	No work required (normal maintenance)
2 Good	Only minor maintenance work required
3 Satisfactory	Maintenance work required
4 Poor	Renewal required
5 Very poor	Urgent renewal/upgrading required

\$'000 Asset Category	Assets in condition as a percentage of gross replacement cost				
	1	2	3	4	5
BUILDINGS					
Council Offices/ Administration Centres	0.1%	25.1%	69.8%	5.1%	0%
Council Works Depot	98.2%	0.0%	1.8%	0.0%	0.0%
Council Public Halls	11.2%	0.0%	81.7%	7.1%	0.0%
Libraries	0.0%	100.0%	0.0%	0.0%	0.0%
Cultural Facilities	62.6%	0.0%	30.2%	4.3%	2.9%
Other Buildings	11.0%	46.9%	36.5%	5.6%	0.0%
Specialised Buildings	66.5%	6.1%	24.7%	2.7%	0.0%
Sub-total	18.4%	32.3%	44.4%	4.7%	0.3%

OTHER STRUCTURES					
Other structures	56.4%	19.1%	10.5%	14.0%	0.0%
Sub-total	56.4%	19.1%	10.5%	14.0%	0.0%

ROADS					
Sealed roads	24.2%	56.6%	18.0%	1.2%	0.0%
Footpaths	14.7%	66.3%	16.0%	3.0%	0.0%
Other road assets	35.6%	47.2%	14.4%	2.8%	0.0%
Sealed roads structure	2.4%	0.1%	97.5%	0.0%	0.0%
Kerb and Gutter	32.7%	48.9%	14.3%	4.1%	0.0%
Sub-total	17.1%	33.8%	47.5%	1.7%	0.0%

STORMWATER DRAINAGE					
Stormwater drainage	27.5%	67.9%	4.6%	0.0%	0.0%
Other	12.4%	68.2%	18.3%	1.1%	0.0%
Sub-total	15.9%	68.1%	15.2%	0.8%	0.0%

OPEN SPACE/ RECREATIONAL ASSETS					
Swimming pools	34.6%	38.1%	21.8%	5.5%	0.0%
Sub-total	34.6%	38.1%	21.8%	5.5%	0.0%
Total - All Assets	21.0%	37.7%	38.1%	3.2%	0.1%

GOVERNMENT INFORMATION (PUBLIC ACCESS)

The Government Information (Public Access) (GIPA) Act 2009 requires councils to prepare an annual report on their obligations under the Act. The tables below summarise the access applications received by Council in 2020–21.

Thirty-one applications (including withdrawn applications but not including invalid applications) were received during the year. Three applications were refused in part because they were for the disclosure of information referred to in schedule 1 of the Act (information for which there is a conclusive presumption of overriding public interest against disclosure).

A review was carried out under section 7(3) of the GIPA Act (authorised proactive release of government information) and various information was made publicly available on Council's website.

TABLE A:
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Informa- tion Already Avail- able	Refuse to Deal with Applica- tion	Refuse to Con- firm/ Deny whether infor- mation is held	Appli- cation With- drawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	3	3	0	1	0	0	0	0	7	14%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal represen- tative)	2	4	0	3	1	0	0	2	12	24%
Members of the public (other)	13	11	0	3	0	1	0	3	31	62%
Total	18	18	0	7	1	1	0	5	50	
% of Total	36%	36%	0%	14%	2%	2%	0%	10%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

TABLE B:
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Informa- tion Already Available	Refuse to Deal with Applica- tion	Refuse to Confirm/ Deny whether informa- tion is held	Appli- cation With- drawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	18	18	0	7	1	1	0	4	49	98%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	1	1	2%
Total	18	18	0	7	1	1	0	5	50	
% of Total	36%	36%	0%	14%	2%	2%	0%	10%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

TABLE C:
INVALID APPLICATIONS - NIL

**TABLE D:
CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST
AGAINST DISCLOSURE**

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	3	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	3	

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

**TABLE E:
OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE:
MATTERS LISTED IN TABLE TO SECTION 14 OF ACT**

	Number of times consideration used*	% of Total
Responsible and effective government	5	19%
Law enforcement and security	2	7%
Individual rights, judicial processes and natural justice	17	63%
Business interests of agencies and other persons	3	11%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	27	

**TABLE F:
TIMELINESS**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	23	88%
Decided after 35 days (by agreement with applicant)	1	4%
Not decided within time (deemed refusal)	2	8%
Total	26	

**TABLE G:
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT**

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	1	1	100%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	1	1	
% of Total	0%	100%		

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**TABLE H:
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT**

	Number of applications for review	% of Total
Applications by access applicants	3	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	3	

TABLE I:
APPLICATIONS TRANSFERRED TO OTHER AGENCIES - NIL

PUBLIC INTEREST DISCLOSURES

In 2020–21, no public interest disclosures were received by Council.

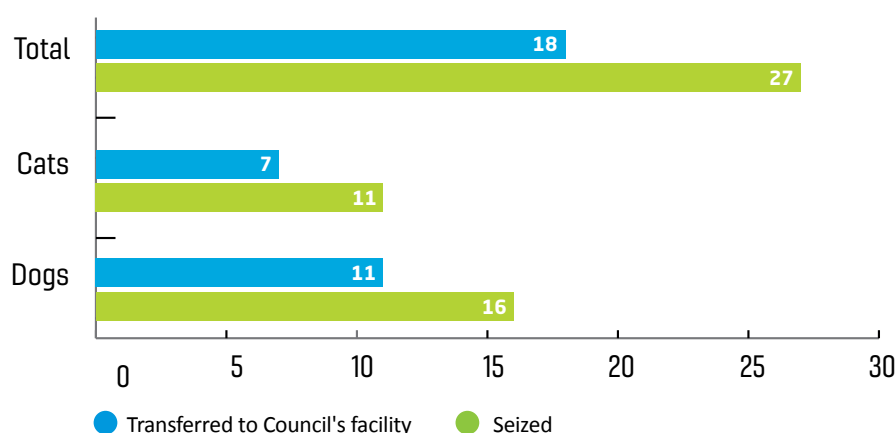
Council has a public interest disclosures policy in place. Information is made available on the staff intranet to ensure staff are aware of the policy.

COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATION

The statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation for this year includes:

Twenty-seven animals were seized, and 18 were transferred to Council's pound facility.

Twenty-three dog attacks were reported during the year. These involved 11 animal victims and 12 human victims.



Council spent \$34,169 on kennelling and care; \$692 was spent on education and equipment. A \$4,000 grant was provided to Council and subsequently forwarded to the Sydney Dogs and Cats Home (Council's contracted pound facility) to assist with the provision of service during COVID-19.

Council Rangers, Companion Animal Officer and Customer Service staff provide ongoing public education in relation to responsible dog ownership. This includes training sessions on registration, microchipping and control of animals in public. Rangers undertake daily patrols of popular dog walking areas and speak with owners to ensure responsible dog ownership. Council provides responsible pet ownership information at waverley.nsw.gov.au/residents/animal_services/responsible_dog_ownership.

Council continues to encourage the de-sexing of dogs and cats by offering significantly reduced registration fees for de-sexed dogs and cats. Information is available on the Council website and provided by Council officers.

Council uses a pound facility with a 'low kill' policy and seeks authorisation from Council before any euthanasia is carried out (except in emergency situations). Council provides a number of offleash areas throughout the area.

The 24-hour dog off-leash areas are at the following parks:

1. Varna Park, Waverley
2. Raleigh Reserve, Dover Heights
3. Diamond Bay Reserve, Vaucluse
4. Dickson Park, Bondi
5. Hugh Bamford Reserve, Dover Heights
6. Waverley Park, Bondi Junction
7. Queens Park (managed by Centennial Parklands).

The timed off-leash areas are at:

1. Marks Park, Tamarama
2. Bronte Park, Bronte.

AMOUNT INCURRED IN LEGAL PROCEEDINGS

PLANNING MATTERS

Council spent a total of \$911,855 on legal appeal proceedings for planning matters. Under the provisions of the *Environmental Planning and Assessment Act 1979*, \$573,271 was paid for legal representation and \$338,585 for external expert consultants. Council received an amount of \$351,448 as Section 8.15 costs under the *Environmental Planning and Assessment Act*. The details of legal proceedings related to planning matters are set in Table A.

BUILDING COMPLIANCE

Council spent \$297,717 on building compliance proceedings. The details of legal proceedings related to building compliance proceedings are set in Table B.

COMPANION ANIMALS AND OTHER COMPLIANCE MATTERS

Council spent \$29,733 for legal appeal proceedings related to companion animals, health and safety matters and regulatory control. Of the six proceedings on companion animals, four proceedings were finalised, and two are ongoing.

CIVIL ENFORCEMENT

Council spent \$186,259 on civil enforcement proceedings. The details of legal proceedings related to civil enforcement proceedings are set out in Table C.

TABLE A:
LEGAL PROCEEDINGS RELATED TO PLANNING MATTERS

Property	Issue	Status	Results
5-11 Hollywood Avenue, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Appeal Upheld with amended conditions
599-603 Old South Head Road, Rose Bay	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
18-20 Allens Parade, Bondi Junction	Class 1 - Deemed refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
97 Glenayr Avenue, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
105 Wellington Street, Bondi	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
10 Kobada Road, Dover Heights	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
Unit 54/107 Macpherson Street, Bronte	Class 1 - Actual Refusal	Finalised	Discontinued
515 Old South Head Road, Rose Bay	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
124 - 126 Campbell Parade, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs

TABLE A CONTINUED

Property	Issue	Status	Results
81 Anglesea Street, Bondi	Class 1 - Deemed Refusal	Finalised	Consent Order Hearing - Appeal Upheld with conditions and costs
22-26 Edward Street, Bondi	Class 1 - Deemed Refusal	Ongoing	Awaiting judgement (decision pending)
20 Loombah Rd, Dover Heights	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
65 Blair Street, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
45-47 Ramsgate Avenue, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
28 MacDonald Street, Vaucluse	Class 1 - Refusal	Finalised	Dismissed
24 Belgrave Street, Bronte	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions
2-4 Jaques Avenue, Bondi Beach	Class 1 - Deemed Refusal	Finalised	Dismissed
27 Princess Street, Rose Bay	Class 1 - Refusal of s4.55	Finalised	Appeal Upheld with amended conditions
3 Gilgandra Road, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
2 Blenheim Street, Queens Park	Class 1 - Actual Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
29 MacPherson Street, Waverley	Class 1 - Refusal of s4.55	Finalised	Section 34 Agreement - Appeal Upheld with conditions
278-282 Birrell Street, Bondi	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
81 Ebley Street, Bondi Junction	Class 1 - Deemed Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
56 Sir Thomas Mitchell Road, Bondi Beach	Class 1 - Actual Refusal	Ongoing	Dismissed
10 Denison Street, Bondi Junction	Class 1 - Actual Refusal	Finalised	Section 34 Agreement - Appeal Upheld with conditions and costs
1 Mitchell Street, North Bondi	Class 1 - Actual Refusal	Ongoing	Awaiting judgement (decision pending)
54/107 MacPherson Street, Bronte	Class 1 - Deemed Refusal of s4.55	Finalised	Appeal Upheld with amended conditions
21 Thompson Street, Tamarama	Class 1 - Actual Refusal	Finalised	Discontinued
427 Bronte Road, Bronte	Class 1 - Actual Refusal of Review	Ongoing	

124

TABLE A CONTINUED

Property	Issue	Status	Results
75 Newland Street, Bondi Junction	Class 1 - Actual Refusal	Finalised	Dismissed
27 & 29 Kimberley Street, Vaucluse	Class 1 - Deemed Refusal	Ongoing	
110 - 116 Bronte Road Bondi Junction	Class 1 - Deemed Refusal of s4.55	Ongoing	
447 Bronte Road, Bronte	Class 1 - Actual Refusal	Finalised	Appeal Upheld with amended conditions
53 -57 Beaumont Street, Rose Bay	Class 1 - Deemed Refusal	Ongoing	
10 Rawson Avenue, Queens Park	Class 4 Appeal (Judicial Review)	Ongoing	
87 Blair Street, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
85 Blair Street, North Bondi	Class 1 - Refusal	Finalised	Appeal Upheld with amended conditions
132 Hewlett Street, Bronte	Class 1 - Actual Refusal	Ongoing	
2 Princess Street, Rose Bay	Class 1 - Deemed Refusal	Ongoing	
99-111 Glenayr Avenue, Bondi Beach	Class 1 - Refusal of s4.55	Ongoing	
154 Ramsgate Avenue, North Bondi	Class 1 - Actual Refusal	Ongoing	

**TABLE B:
DETAILS OF BUILDING COMPLIANCE MATTERS**

Property	Issue	Status	Results
6 Wolaroi Crescent, Tamarama	Five separate matters in Land and Environment Court regarding illegal work	1 Finalised 4 Ongoing	Class 4 appeal against stop work order dismissed, costs awarded to Council
30 Dellview Street, Tamarama	Appeal against an Order	Finalised	Upheld, on terms acceptable to Council
413 Bronte Road, Bronte	Appeal against an Order	Finalised	Upheld, on terms acceptable to Council
70 Edward Street, Bondi	Enforcing Order	Ongoing	
72 Plowman Street, North Bondi	Appeal against refusal of a Building Information Certificate	Finalised	Upheld, on terms acceptable to Council
232 Campbell Parade, Bondi Beach	Advice sought in relation to order	Finalised	Advice provided

TABLE B CONTINUED

Property	Issue	Status	Results
391 Bronte Road, Bronte	Appeal against Penalty Infringement Notices (PIN's) issued	Finalised	Appeal dismissed and costs awarded to Council.
99 Glenayr Avenue, Bondi Beach (Beach Road Hotel)	Appeal against Penalty Infringement Notices (PIN's) issued	Finalised	Upheld, appeal lodged with Land and Environment Court

**TABLE C:
DETAILS OF CIVIL ENFORCEMENT PROCEEDINGS**

Property	Issue	Status	Results
19 Boonara Avenue, Bondi	Civil enforcement proceedings	Ongoing	Found in favour of Council. Property cleaned up - costs assessment ongoing

PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Actions	Outcome	Progress Comments
Priority 1: People with disability		
Review recruitment, selection criteria and recruitment methods to remove barriers and improve opportunities to support a diverse workforce	Review completed and recommendations implemented	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. All job advertisements carry the following EEO Statement "Waverley Council is committed to providing equal employment opportunities to all candidates. We encourage applications from women and men from diverse groups, including, but not limited to, Aboriginal and Torres Strait Island people; people from culturally diverse backgrounds; young people; older workers; people with disabilities; LGBTIQ; and other minority groups". Candidates are provided with an option to seek assistance for the interview
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace	Adjustments reviewed and implemented	As part of the new online onboarding process, new employees and internal candidates are asked if they require any reasonable adjustment to perform their role
Review and implement accessibility recommendations to Council premises and facilities	Review completed and recommendations implemented	Council Chambers has a lift and an accessible ramp to support staff, potential candidates and visitors to access the building. Other site locations such as Mill Hill, Spring Street and Library provide accessible entry. Disability Access standards are considered for capital works construction
Partner with disability networks and specialist agencies to increase applications received from people with disability	Partnerships established and used in recruitment	This activity is impacted by COVID-19 pandemic, to be included in the new training catalogue

Actions	Outcome	Progress Comments
Priority 2: Aboriginal and Torres Strait Islander People		
Prepare and Implement an Aboriginal and Torres Strait Islander Employment Strategy in line with Reconciliation Action Plan deliverables	90% of the annual programs implemented	Council currently has recruited six trainees and apprentices as part of the Elsa Dixon Aboriginal Employment Program. Work is continuing in this area to develop a robust strategy
Provide networking opportunities for Aboriginal and Torres Strait Islander (ATSI) staff	Aboriginal staff satisfaction with availability of support systems	Preliminary discussions to understand staff networking expectations indicate there is no interest in networking. The current broader inclusive approach to all staff meets employee expectations. However, Council will be exploring this further in future. Heritage and cultural activities organised to promote local heritage are open to all staff
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Staff training completed	Cultural awareness training packages are explored

Actions	Outcome	Progress Comments
Priority 3: Culturally and Linguistically Diverse (CALD) People		
Provide staff from culturally and linguistically diverse backgrounds with courses and programs that supports career progression	Staff training completed	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on-the-job and working and interacting with others in the workplace. Learning for managers is achieved through three broad forms of learning - 70% informal learning, on the job experience, learning transfer and stretch projects; 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through formal structured, targeted training. People leaders are trained to enable them to have meaningful conversations in relation to development including career progression
Provide literacy support programs for staff who are predominantly from diverse cultural backgrounds including outdoor staff	Staff training complete	Council partnered with TAFE NSW to deliver a digital literacy course to 20 participants from across our outdoor workforce. The course aimed to develop critical digital skills required by employers and industry, to meet current and future skills needs. This training will be included in the Learning Management Software training catalogue moving forward
Investigate cultural barriers affecting staff and develop support strategies	Investigation completed and support strategies implemented	To be included in the Employee Engagement Survey in October 2022. An Elearning module is currently under development and will be rolled out to all employees every two years moving forward
Review and update training material to meet the needs of CALD staff e.g. use of graphics for Workplace Health and Safety instructions	Training material updated	All of the Council's training materials are written to common score standards

Actions	Outcome	Progress Comments
Priority 4: Women		
Encourage a culture that promotes women in management roles	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion	Council encourage women to apply for positions at all levels of the organisation as an equal opportunity provider. 67% of the Executive Leadership Team comprises women, and 28% of the Senior Leadership Team comprises women
Formalise involvement of women in senior management, coaching and mentoring other women within Council, to support career progression	Increase in coaching/mentoring opportunities for women in senior management	The proposed 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on-the-job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working and interacting with others in the workplace. People leaders are trained to enable them to have meaningful conversations in relation to development including career progression. The Program aims to provide the skills to encourage meaningful conversations concerning development and career progression
Promote success stories of women in leadership and non-traditional roles through website and other media	Success stories published	Success stories are a feature in the Staff Newsletter
Attract women applicants to non-traditional areas of work	Increase in applications received from women in non-traditional areas of work(*Non-traditional positions are generally classified as professions demonstrated to be dominated by male workers, such as engineers, open spaces officers, resource recovery, IT, construction, lifeguards and facilities)	Employment is merit-based in accordance with Legislation

Actions	Outcome	Progress Comments
Priority 4: Women		
Investigate opportunities to transition women back to workforce	Recommendations report completed	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women to transition back to work from parental leave. In addition, the Council has a Domestic and Family Violence Guidelines to support employees experiencing violence, including measures to support staff returning/ continuing work in those circumstances
Priority 5: Youth		
Develop an integrated framework that formalises procedures for developing and recruiting student placements, work experience opportunities and trainee and apprenticeship placements	10 young people engaged in work experience/ apprenticeships/internships/ traineeships	The preparation of an integrated framework is delayed. However, Council has employed 15 trainees and apprentices in various roles across the organisation
Partner with schools, universities and youth organisations to provide opportunities for youth	Four partnerships established	COVID-19 restrictions have delayed work in this area. However Council continues to partner with Apprenticeships Australia, Randwick TAFE, Elsa Dixon and local colleges remotely

Actions	Outcome	Progress Comments
Priority 6: Ageing Workforce		
Develop support mechanisms for ageing/ mature staff to start career planning and post career options including retirement planning that meets the needs of individual employees	Career transition options available for retiring staff	Transition to a retirement provision is included in the Local Government State Award
Prepare and implement an ageing strategy to address workforce issues	90% of the annual programs implemented	The 2022 Waverley Workforce Plan/Strategy will address challenges associated with our ageing workforce
Form an alumni network that recognises and provides opportunities for highly skilled employees post retirement	Alumni network formed and opportunity areas identified	This action is impacted by COVID-19
Priority 7: Fair and non-discriminatory work practises		
Implement training and awareness programs for staff to improve EEO understanding	Trainings implemented	EEO training and awareness program are incorporated as part of new staff inductions. All new employees are familiarised with EEO as part of the induction program. In 2020-21, COVID-19 pandemic impacted new staff orientation sessions. When orientation sessions resume, these training will continue
Embed a work culture that respects, values and celebrates diversity and measures individual EEO performance through SAPA process	Council's performance assessment process measures behaviour consistent with EEO principles	Work has commenced on finalising values and behaviours and will be included in the Performance Management Framework as part of our Total Reward Strategy. Work will continue in 2022 in embedding the values across the organisation
	Increase in number of employees demonstrating understanding of EEO through their work that meets or exceeds expectations	Council is committed to building a diverse and inclusive workplace where our people's skills, perspectives and experiences are valued and respected. We aim to be a great place to work, where everyone feels included, is treated fairly, and is supported to succeed. The new Diversity and Inclusion Policy aims to integrate inclusion into the way we work and how we do business to ensure that it is a core part of Councils culture. An eLearning module is currently under development and will be deployed to all employees every two years

132

Actions	Outcome	Progress Comments
Priority 7: Fair and non-discriminatory work practises		
Review and update flexible work place policy to meet the needs of a diverse workforce including primary carers, young people and ageing workforce	Policy adopted	Council is committed to developing attitudes and beliefs that support a safety-first culture and recognise work-life balance. Council has a Flexible Workplace Policy and Parental Leave Policy. Flexible work arrangements, including reduced work hours and options to work from home, are in place to assist women to transition back to work from parental leave. Council has Domestic and Family Violence Guidelines in place to support employees experiencing violence, including measures to support staff returning /continuing work in those circumstances
Review and update relevant policies, processes and systems to support EEO needs (Parental Leave Guidelines, Pay Policy, Recruitment Guidelines, Reward and Recognition Guidelines and Working from Home Guidelines)	Review completed and recommendations implemented	

Actions	Outcome	Progress Comments
Priority 7: Fair and non-discriminatory work practises		
Provide employment opportunities for a diverse workforce through secondments, mentoring, coaching, traineeships and work experience	Opportunities identified and promoted	The introduction of the 70:20:10 learning model shifts learning from the classroom to a more blended approach to learning and is a change in thinking, planning and investment. Future learning and development will be facilitated less by formal training and more by on the job experience. The 70:20:10 Framework highlights the dominant role of learning on the job and working, and interacting with others in the workplace. Learning for managers and each other is achieved through three broad forms of learning- 70% informal learning, on the job experience, learning transfer and stretch projects, 20% through meaningful feedback, coaching and mentoring, building relationships and networks and higher duty opportunities and 10% through formal structured and targeted training
Monitor implementation of Respectful Work Place policy and its implementation through a range of methods including exit interviews	Positive behaviour recognised and unacceptable behaviour addressed in line with Councils policies	Positive behaviour is recognised through Skills and Performance Assessment process and staff recognition awards. Unacceptable behaviour that is reported is investigated and necessary actions taken
Establish mechanism to gather EEO data on an ongoing basis and analyse EEO data for decision making	Annual EEO survey completed	Metric and dashboards are currently under development. Challenges and opportunities are to be addressed in the 2022 Workforce Management Plan
Promote people's success stories across the organisation	EEO stories published	A regular feature of staff communication newsletter

PROGRESS REPORT - DISABILITY INCLUSION ACTION PLAN (DIAP) 2020-21

FOCUS AREA 1: INCLUSIVE ATTITUDES AND BEHAVIOURS

Council values and supports inclusive attitudes and behaviours across Council and the community

Key Actions/Projects in 2020-21	Comments
Deliver a community awareness program with partner agencies to promote inclusive attitudes and increase understanding of hidden disability	Our Vision for Inclusion video was launched to raise awareness on bullying, employment, relationships and social stigma faced by people with disability. Mental health support was a key theme of regional service provider interagencies
Provide ongoing opportunities for staff to develop knowledge and skills to apply access and inclusion principles and practices within their key job responsibilities	Staff training and information provided by NSW Council for Intellectual Disability on how to support the employment of people with an intellectual disability
Continue to award good practice in access and inclusion through Council's Local Business Awards	Business Award for Inclusion was established. However, COVID-19 impacted the annual awards
Promote the commercial benefits to local business of inclusive business and employment	Business Resource Centre established includes accessibility resources. Inclusive tourism strategies plan is delayed

FOCUS AREA 2: LIVEABLE COMMUNITIES

- 2.1. People of all abilities have opportunities to live independent lives in their community and to connect, engage and make choices about the services they access.

Key Actions/Projects in 2020–21	Comments
Develop business models of excellence for Waverley's services for older people, people with disability and children	Council's disability and children's services continued to deliver essential face to face services throughout COVID-19 lockdowns. The Seniors Centre was relocated to the library whilst the Mill Hill Centre is refurbished
Increase the delivery of access and inclusion initiatives in the region by working with partner agencies and promoting Council's small grants program	The Small Grants program was rolled out. COVID-19 impacted some projects. Forums were held with service networks to understand the impact of COVID-19. Continued service delivery for vulnerable people
Promote information to help people better understand consumer directed care and to exercise choice and control in choosing services	Information resources were developed and promoted to support vulnerable people during the COVID-19 pandemic, including NSW Health information and advice. Disability and Carer Gateways and My Aged Care were promoted
Review event management processes and procedures to increase the accessibility and inclusiveness of events held in the region	Events internal and external policies were updated to guide inclusion. Inclusive Events Guidelines is delayed
Increase and promote recreational, social, and cultural programs that are inclusive accessible	Disability networks were supported through venue support and grants. COVID-19 impacted Inclusive beach initiatives
Maintain Waverley's social housing program for older people and people with a mild intellectual disability and continue to advocate to NSW Government for increased diversity of housing stock that is affordable and accessible	The concept design was endorsed to refurbish a social housing apartment block consisting of studio, 1 and 2 bed units to Liveable Housing Design Guidelines. The Waverley Housing Advisory Committee was re-established to consider recommendations for Council's affordable housing program
Explore options to mandate universal housing design standards in Councils urban planning policy and work with partner agencies to showcase universal housing design initiatives	Promotion of liveable housing was delayed pending review of the website content
Continue to advocate for and support housing and homelessness partnerships and initiatives to deliver housing outcomes	Street Count was completed. Support and accommodation options during the COVID-19 pandemic resulted in a reduction in the number of people experiencing street homelessness

FOCUS AREA 2: LIVEABLE COMMUNITIES CONTINUED

- 2.2. All new Council assets, buildings and open spaces are designed to be fully accessible and Council proactively manages the built environment to meet our diverse community needs now and in the future.

Key Actions/Projects in 2020–21	Comments
Design all new council assets, buildings and open spaces to disability access standards and universal design principles	Bondi Pavilion restoration progressed, and temporarily accessible amenities and changing places were installed. Mill Hill Centre and Boot Factory refurbishment is in progress. Inclusive Play Study was completed. Bondi Beach play space was upgraded to include accessible features
Continue to provide an annual capital works program to upgrade footpaths, pedestrian crossings, kerb ramps and bus shelters to universal design principles	Streetscape upgrades to prioritise pedestrian access were completed at Bondi Junction, Notts Avenue and Bronte Cutting. The Street design manual was updated, promoting universal design principles in the built environment. Two bus shelters were upgraded and 40km/hr zones implementation is in progress
Implement strategies to improve beach wheelchair loan systems and access to designated beaches	Beach matting is placed out three times a week, weather permitting

- 2.3. The community is a place where people can move about easily to access services and facilities and participate in community life.

Key Actions/Projects in 2018–19	Comments
Work with relevant public transport agencies to improve the transport network in the region for people with disability	Work continues with transport agencies to improve the network through the Transport Committee
Increase the number of drop off and pick up zones in town centres, and outside key destinations venues and facilities.	A trial of pick up and drop off points (PUDO) was completed. The need for accessible PUDO spaces to be identified and installed following trial
Increase the number of designated accessible parking spaces at key venues/facilities and monitor and enforce the appropriate use of mobility parking	Community bus spaces are scheduled for upgrade in 2021–22
Develop a Wayfinding strategy that meets the needs of people with disability and prioritise upgrading signage in major centres	Action pending completion of access audits scheduled from 2022–26

FOCUS AREA 3: MEANINGFUL EMPLOYMENT

3.1. People of all abilities have access to meaningful employment.

Key Actions/Projects in 2018–19	Comments
Opportunities for learning and skills development for adults with mild intellectual disability are provided through the Waverley Community Living Program	A hybrid program of remote and face to face learning supports provided
Explore the development of a program to support internships, traineeship and apprenticeship opportunities within Council	NSW CID's 'More than Just a Job' staff training to support the employment of people with an intellectual disability
Review Council's volunteering policy to ensure opportunities for volunteering are inclusive	Review of volunteering policy and supporting documents in progress

FOCUS AREA 4: SYSTEMS AND PROCESSES

4.1. Waverley Council is an organisation that is aware of and responsive to the needs of people of all abilities.

Key Actions/Projects in 2018–19	Comments
Council publications and documents are available in a diverse range of formats and the website is compliant with WCAG 2.0	Action to improve website navigation pending implementation of ICT strategy
Review Council's consultation processes, including the structure and role of Council's Access committee, to support participation and engagement of a diverse range of people in Council initiative	New terms of reference to support a new access panel was developed and endorsed. A new Access Panel was recruited
Identify and involve people with relevant expertise and lived experience of disability during the planning & design stages of major development and upgrades, policy development and purchase of equipment	Community Engagement Policy and Strategy include criteria for engaging people with disability. Community Well-being forum was held to inform the Community Well-Being strategy with further consultation planned

138

SWIMMING POOL INSPECTIONS

In 2020–21, one tourist and visitor premise was due for inspection, and was completed. Thirteen inspections were carried out at premises with more than two dwellings. Thirty-nine inspections resulted in issuing of a certificate of compliance under Section

22D of the Swimming Pool Act. Five inspections resulted in a certificate of non-compliance under Clause 21 of the Swimming Pool Regulation.

WORKS UNDERTAKEN ON PRIVATE LAND

There were no works undertaken on private land.

RECOVERY AND THREAT ABATEMENT PLANS

Council is identified in the Eastern Suburbs Banksia Scrub Recovery Plan as responsible for implementing weed management in York Road, Bondi Junction. In addition, the condition of remnant vegetation improved in endangered ecological communities' and threatened species' population health as a result of the implementation of Biodiversity Action Plan: Remnant Sites 2015-2020.

Eastern Suburbs Banksia Scrub in the Sydney Basin Bioregion is listed as an endangered ecological community at both state and national levels.

The 2020 Bushland Remnant Condition and Flora Survey found:

- 1,500m² at York Road Bushland, Queens Park (ESBS Centennial Parklands land)

- 625m² at York Road road verge, Queens Park (ESBS Council managed land) was in good condition (total area of this remnant is 715m²)
- All of the York Road road verge vegetation was in Poor or Very Poor condition in 2015
- Two additional native plant species were recorded at road verge in 2020 (15 in 2020 - compared to 13 found in the 2015 survey).

Acacia terminalis subspecies Eastern Sydney is listed as an endangered species at both state and national levels. There has been an increase in the numbers of *Acacia terminalis* subspecies in Eastern Sydney at Loombah Road Cliffs, North Bondi, from approximately two in 2015 to sixteen in 2020.

ENVIRONMENTAL UPGRADE AGREEMENTS

In 2020–21, there were no Environment Upgrade Agreements in place.

VOLUNTARY PLANNING AGREEMENTS

VPA Application details	Details of proposal	Additional FSR sought	Exceedance (Sqm)	Contribution Amount(\$)
DA-435/2016/B 80 Bronte Road, Bondi Junction	Significant alterations and additions to existing building (retaining side party walls and front façade) to create a mixed use building of four storeys, as modified	11%	38	149,682
DA-89/2016 362 - 374 Oxford Street, Bondi Junction	Demolition of existing building and construction of mixed used building inc residential, serviced apartments and ground floor retail	15%	670	2,026,313
DA-82/2016 629-631 Old South Head Road, Rose Bay	Demolition of existing buildings , amalgamation of two torrens title lots, construction of a four storey residential flat building comprising 12 units and basement carparking and strata subdivision	11%	74	439,356
DA-498/2017 87-99 Oxford Street and 16-22 Spring Street, Bondi Junction	Demolition of existing structures; construction of a new 14 storey mixed use building comprising residential apartments, retail and commercial premises, and four basement levels; and a planning agreement	15%	1,721	In-kind contribution equal to the amount of \$5,164,237
DA-452/2018/B 657 Old South Head Road, Vaucluse	Demolition of commerical building and construction of a shop top housing development including basement parking, landscaping and associated works	15%	108.5	425,640
DA-187/2020/A 278-282 Birrell Street, Bondi Junction	Modification to basement level to accommodate additional storage to satisfy condition 21 and amendments to wording of condition 4 to allow preliminary works to commence	38%	469	1,735,300

CONTRACTS AWARDED BY COUNCIL

In 2020–21, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Purpose	Supplier	\$ Value(incl. GST)
Bondi Pavilion Restoration and Conservation Project	Buildcorp Group Pty Limited	35,627,048
Boot Factory Adaptive Reuse Project	Lloyd Group Pty Ltd	8,215,479
Tamarama Surf Life Saving Club Building Upgrade	Lloyd Group Pty Ltd	4,332,790
Bronte Cutting Safety Upgrade	Quality Management & Constructions Pty Ltd	1,064,470
Bondi Lifeguard Facilities Upgrade	Hibernian Contracting Pty Ltd	1,043,075
Barracluff Park Playground Upgrades	Hibernian Contracting Pty Ltd	852,470
Bondi Pavilion Early Works	Gough & Co Pty Ltd	799,296
Professional Services Design & Documentation	Lahznimmo Architects Pty Ltd	751,694
Internal Audit Services	Grant Thornton Australia Limited	625,350
Safety By Design In Public Places	Arup Australia Pty Ltd	574,224
Streetscape Renewal Upgrades - York Road, Curlewis Street, Roscoe Street & Glenayr Avenue	Northrop Consulting Engineers	492,250
Arden Street Signals & Safety Upgrade	Ally Property Services Pty Ltd t/a Ally Civil	453,796
Kerb and Gutter Reconstructions - Wallangra Road, Dover Road and Francis Street	Mack Civil Engineering	434,228
Marlborough Reserve Playground Upgrade	GJ's Landscape Pty Ltd	402,199
Bronte, Gardiner & Waverley Education Centre Upgrade Project	Rogers Construction Group	389,804
Military Road Pinch Points	Civeco Pty Ltd	376,500
Thomas Hogan Reserve Landscape Stage 2	Glascott Landscape & Civil Pty Ltd	295,107
Varna Park Upgrade	Trimcon Civil Contracts Pty Ltd	291,342
MacPherson Street and Ocean Street Traffic Improvements	Citywide Asphalt Pty Ltd	277,698
XINC Engineering	Waverley Fencing Projects	268,427
ICT Modernisation Business Case Development	KPMG Enterprise Australia	247,340
Rockfall Remediation Works	Retaining Specialists Pty Ltd	239,365
Construction Services - Old South Head Road, Diamond Bay Rd, and Campbell Parade	Quality Management & Constructions	194,454
Public Domain Tree Inventory Update	Mosaic Insights	193,988
Community Engagement for Waverley Community Strategic Plan	Cred Community Pty Ltd	192,280
Tamarama Surf Life Saving Club Building Upgrade	Choi Ropia Figuera Pty Ltd	189,887
Clifftop Walkway Upgrade	Thompson Berrill Landscape Design Pty Ltd	178,609
Cyber Security Training and Awareness Programme	Ernst & Young	173,365
Bondi Park Playground Upgrade	GJ's Landscape Pty Ltd	169,623
Bondi Park Outdoor Fitness Station	Moduplay Group Pty Ltd	152,599

REPORT ON SPECIAL RATE VARIATION

Under section 508A (1) of the Local Government Act 1993 (the Act), Council increased its general income for the period 2011–12 to 2013–14 through a special rate variation (SRV) by 46.20%.

The income received from the Special Rate Variation (SRV) was used to fund a range of services and projects. Key services and projects funded in 2020–21 include:

Services/Projects	Amount (\$)
22 Services including 148 subservices	141,516,000
Bondi Pavilion Conservation and Restoration	23,700,138
Local Village Improvements - Charing Cross Design investigation, Notts Avenue Construction, Seven Ways Construction	6,748,494
Playground Upgrades - Barracuff Park, Marlborough Park, Varna Park, Onslow Park, Clarke Reserve & Belgrave Street Reserve	2,221,916
Boot Factory Remediation	1,050,773
Temporary public toilets	754,789
Thomas Hogan Ecological Restoration Action Plan, Bronte Ecological Restoration Action Plan, Revegetation of Thomas Hogan, Garloch Reserve Planting and greening steep slopes, Tree planting program	719,642
Footpath renewals	557,175
Bondi Park Plan of Management Works - Playgrounds and landscape works coastal fitness, hostile vehicle planning	505,234
Bondi Junction Cycleway - Works complete at Oxford Street West, Denison Steet and Spring Street.	398,769
Biodiversity Action Plan - Remnant Sites; Tamarama ERFAP	300,000
Running recycled water schemes at Bondi, Tamarama, Bronte and Waverley Park and smart irrigation systems	120,000
Maintenance of raingardens at Waverley Cemetery, Gray Street and Hollywood Avenue and maintenance of gross pollutant traps	90,000
231 Street lighting luminaires retrofitted	80,000
Building Futures Apartment Program and Solar My Strata Program	60,000
Apartment Recycling Program	60,000
Second Nature Program	40,000
Climate change risk assessment for community; project on future proofing residential development to climate change.	30,000
Solar My School	30,000
Upgrade of the Library HVAC system	25,000
Water Fix Strata, water efficiency education	13,000
Preparation of draft Waverley Park Plan of Management Works	7,560
Preparation of draft Bronte Park Plan of Management Works	6,400

142

STORMWATER LEVY

The stormwater management service charge (the levy) is intended as a mechanism for Councils to raise income to invest in improving the stormwater systems in urban areas. It is in addition to what is raised through general rates and other charges.

Council introduced a stormwater management service charge under the Local Government Amendment (Stormwater) Act 2005 No 70 in 2020-21.

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover

costs to implement projects in relation to capacity and water quality as well as works arise from the Catchment Flood Study.

The stormwater levy is designed to provide a funding source for managing flood risk. Council is allocating funds to projects that contribute to reducing this risk as well as building a commensurate reserve to fund larger projects in the coming financial years.

Projects undertaken in the 2020–21 include Penkivil Street, Moore Street, Bronte Road and various location across the LGA.

Ongoing planning through the Floodplain Risk Management Study (FPRMS) in the 2021–22 will result in strategic implementation and investment into stormwater management across the LGA.

REPORT ON CAPITAL EXPENDITURE REVIEW

In alignment with the Office of the Local Government's *Capital Expenditure Guidelines*, Council undertook a Capital Expenditure Review for the Bondi Pavilion and Restoration Project. The Works involve returning the building envelope to its original heritage fabric and rationalising the existing internal spaces. The review was submitted to the Office of the Local Government in October 2020, and was determined that Council satisfactorily addressed the criteria required in the Guidelines in December 2020.

Council will continue to update and amend its project documentation and reports in line with the Guidelines to include any operational or financial impacts that may arise during the project.

A Project Management Plan is in place to provide a procedural framework for all aspects of the development to guide and assist the team in meeting the aims and objectives of the project

The major objectives for the conservation and ongoing use of the Bondi Pavilion are to:

- Retain and conserve the exceptional heritage significance of the Bondi Pavilion as a major interwar recreational facility and a civic beautification scheme which has national significance
- Removal of intrusive elements is a high priority, including the structure at the front of the northern tenancy and amphitheatre
- Retain and conserve the qualities, features and elements that make a significant contribution to the heritage significance of the Bondi Pavilion
- Compliance with achieving a 5 Green Star Rating under the Environmental Sustainable Design (ESD) specification
- Facilitate the ongoing adaptive and sustainable reuse of the place to ensure ongoing conservation and enhancement of its recreational and cultural roles;

- Allow for sensitive new development that will not impact adversely on the heritage significance of the Bondi Pavilion

- Ensure that proper conservation procedures and methodology are incorporated into the maintenance, adaptive reuse and management of the place. A maintenance program should be integrated with the conservation processes

- Ensure that any future uses of the place are to be compatible with its heritage significance. Uses are to “fit” with the heritage significance of the Bondi Pavilion and will not require an intrusive and irreversible change to significant building fabric and spaces or other significant features of the place.

Council provides periodic updates of the project progress on Council website: https://www.waverley.nsw.gov.au/building/major_projects/buildings_and_facilities/bondi_pavilion_restoration_and_conservation_project.

Council will continue to deliver its responsibility to manage the project in line with its responsibilities as per the guiding principles under section 8 of the *Local Government Act 1993* to carry out its functions in a way that provides the best possible value for residents and ratepayers.



Waverley Council



WAVERLEY
COUNCIL

55 Spring St, Bondi Junction, NSW 2022
PO Box 9 Bondi Junction NSW 1355

info@waverley.nsw.gov.au
waverley.nsw.gov.au

Telephone enquiries
General business **9083 8000**
General fax **9387 1820**

TTY/voice calls for hearing/speech impaired **133 677**
After hours emergencies **9083 8000**



WAVERLEY COUNCIL END OF TERM REPORT 2017 – 2021

ACKNOWLEDGEMENT

We acknowledge the Bidjigal and Gadigal people, who
traditionally occupied the Sydney coast.
We also acknowledge Aboriginal Elders
both past and present.

CONTENTS

Preface	04
Waverley Council Overview	09
Our Community Vision	10
Our Local Government Area Map	11
Our Local Government Area	12
The Elected Council	14
Advisory Committees	15
Our Mayor and Councillors	16
Our Organisation	18
Our Planning Framework	19
Progress in implementing the Community Strategic Plan	23
Arts and Culture	24
Community Services and Well-being	32
Recreation and Open Spaces	44
Local Economy	52
Planning, Development and Heritage	60
Transport, Pedestrians and Parking	68
Buildings and Infrastructure	76
Sustainable Environment	86
Sustainable Waste	98
Corporate Leadership and Engagement	106
Knowledge and Innovation	118

PREFACE

The End of Term Report is prepared in accordance with the *Local Government Act 1993*. It presents Council's performance over four years in the year an ordinary election is held, highlighting the progress in implementing the Waverley Community Strategic Plan 2018–2029.

In the past four years, Council has focused on delivering the activities set out in the 11 themes in the Community Strategic Plan.

The Strategies in these themes set out high level outcomes with the delivery of projects and activities. The effectiveness of implementation is measured through:

- Qualitative implementation review and
- Quantitative review of outcome measures through a community satisfaction research.

Council commissioned Micromex Research to undertake the Waverley Community Satisfaction Research in 2021 and 2018. In 2021, 400 community members participated in the survey, 121 respondents were recruited through number harvesting. At a 95% confidence level, the greatest error margin is +/- 4.9% for this sample size.

The challenge facing Waverley is mitigating the impact population growth has on the community's quality of life. With this in mind, over the last five years, there has been a consistent increase in overall satisfaction with Council performance.

The primary drivers of community satisfaction revolve around the appearance of the area, and the value for money residents receive in relation to services and facilities.

THE TOP FIVE IMPORTANCE AREAS ARE:

01

Garbage collection services for your property

02

Recycling services for your property

03

Maintenance of beaches and beach facilities

04

Cleanliness of parks

05

Removal of dumped rubbish

THE TOP FIVE SATISFACTION AREAS ARE:

01

Library services (facilities and programs)

02

Cleanliness of parks

03

General social services information, referral and support

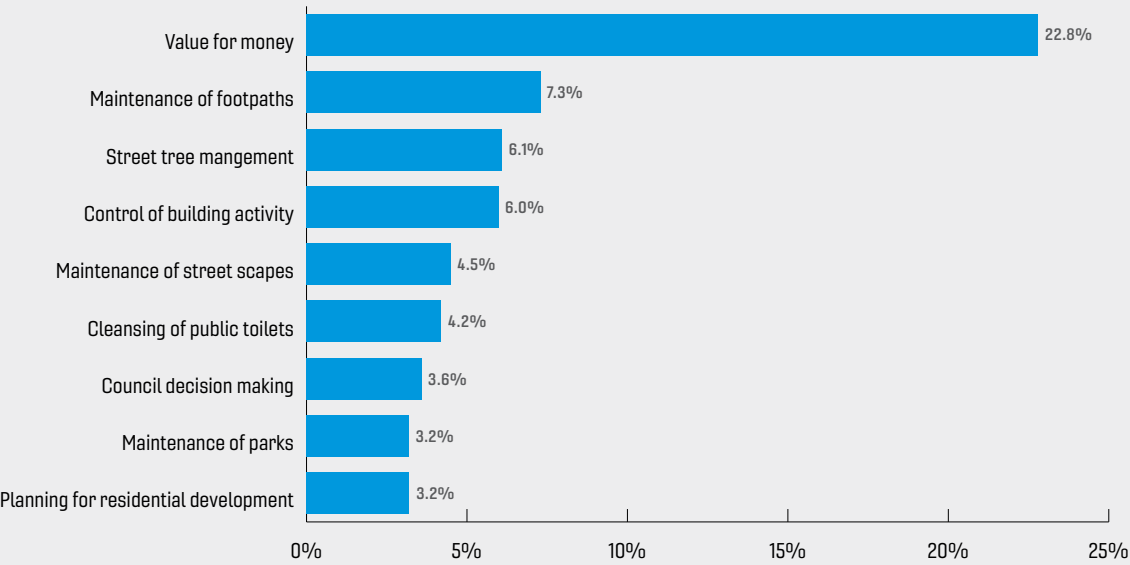
04

Provision of sporting and recreational facilities

05

Maintenance of parks

THE KEY DRIVERS OF OVERALL SATISFACTION WITH COUNCIL

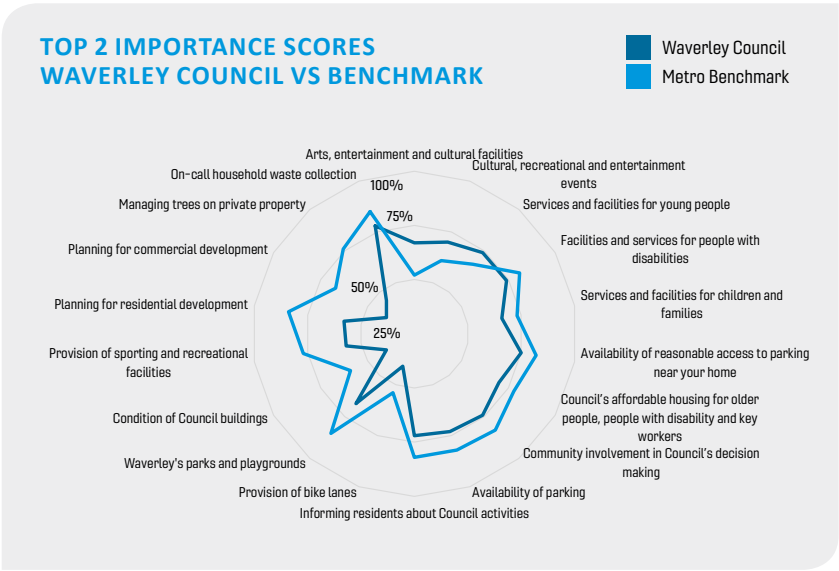


The results in the chart above identify which services/facilities contribute most to overall satisfaction. If Council can improve satisfaction scores across these services/facilities, they are likely to improve their overall satisfaction score.

These top nine services/facilities (22% of the 41 services/facilities surveyed) account for over 60% of the variation in overall satisfaction. Therefore, whilst all 41 services/facilities are important, only a number of them are potentially significant drivers of satisfaction (at this stage, the other 32 services/facilities have less impact on satisfaction – although if resident satisfaction with them was to suddenly change, they may have a more immediate impact on satisfaction).

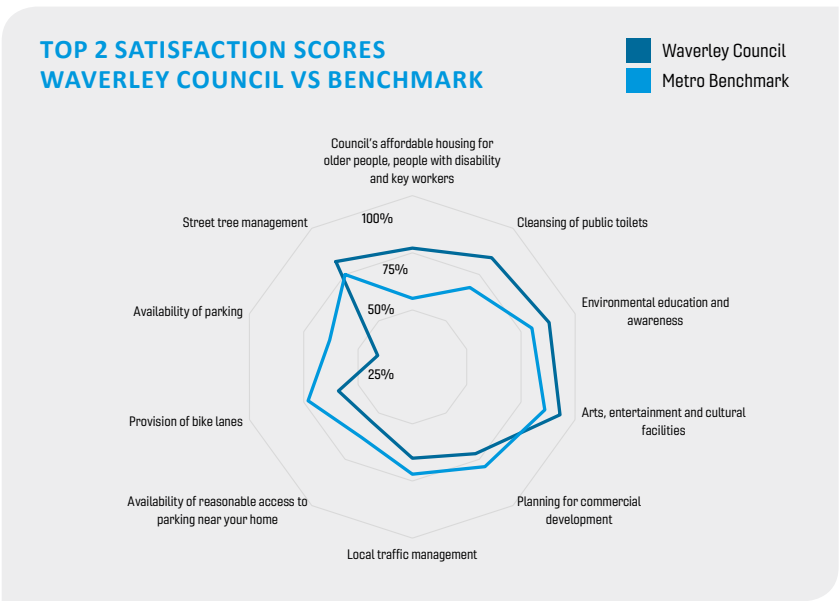
IMPORTANCE
COMPARED
TO THE MICROMEX
BENCHMARK

The chart on the right shows the variance between Council's top two importance scores and the Micromex Benchmark.



SATISFACTION
COMPARED
TO THE MICROMEX
BENCHMARK

The chart on the right shows the variance between Waverley Council's top two satisfaction scores and the Micromex Benchmark.



OVERVIEW – OVERALL SATISFACTION

The overall community satisfaction with Council's performance increased from 91% in 2018 to 93% in 2021, an increase in two performance points. The mean ratings and overall satisfaction of Council's performance are higher than Micromex NSW LGA benchmarks which are based on similar community surveys undertaken by other councils across NSW. Waverley's satisfaction rate of 93% is 4% above the Micromex LGA industry benchmark of 89% for metro councils.

	Waverley Council 2021	Waverley Council 2018	Micromex LGA Benchmark - Metro
Mean rating	3.66	3.73	3.55
Satisfaction Rate	93%	91%	89%

It is relevant to highlight that the increase in the overall community satisfaction occurred during a period where COVID-19 impacted on a range of Council activities, which resulted in a slight drop in satisfaction in some outcome measures.

8



WAVERLEY COUNCIL OVERVIEW

End of Term Report 2017-2021

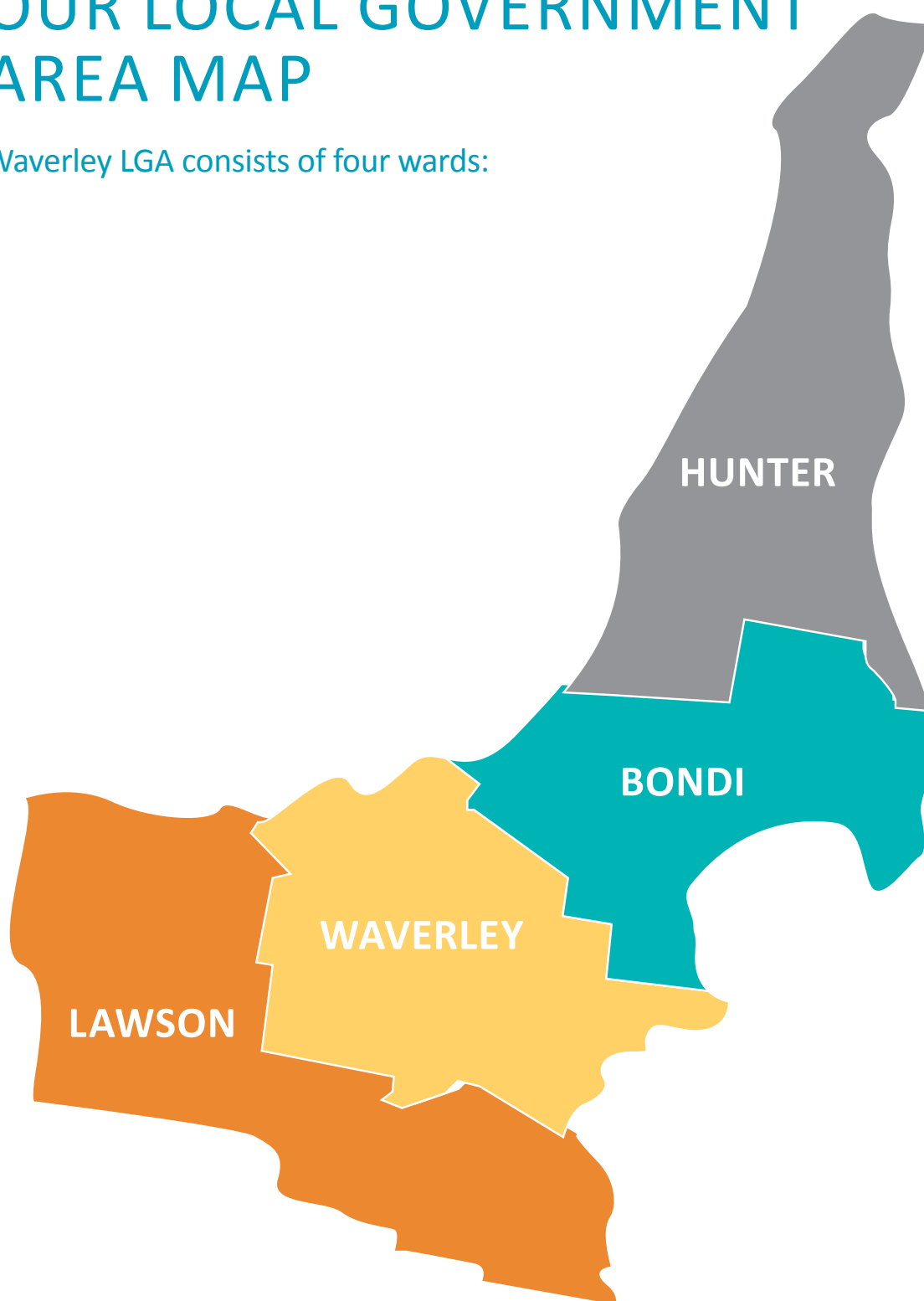
OUR COMMUNITY VISION

Waverley: connecting the city and the sea.

A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.

OUR LOCAL GOVERNMENT AREA MAP

Waverley LGA consists of four wards:



12

WAVERLEY – OUR LOCAL GOVERNMENT AREA



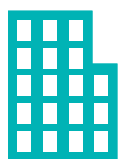
OUR LOCAL GOVERNMENT AREA:

9.2km²

OUR DWELLINGS AND BUSINESSES:



31,564
dwellings



39,132
registered businesses

MEDIAN AGE

35 years

- 16% of our residents are 0–14 years old
- 9.2% are 15–24 years old
- 62.1% are 25–64 years old
- 12.7% are more than 65 years old

OVERSEAS BORN RESIDENTS

38.5%

OUR SUBURBS:

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

OUR ATTRACTIONS:

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



POPULATION



TOTAL POPULATION

74,276

PROJECTED POPULATION 2031

80,100

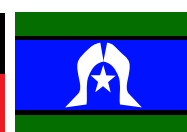
POPULATION DENSITY

80.34

persons per hectare

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

274



LANGUAGES

68.7% of us speak English at home while 20.9% speak a language other than English

Russian is spoken by 2.2% of our residents, 2.1% speak Spanish, 1.9% Portuguese, 1.8% French and 1.7% Italian



JEWISH COMMUNITY

Waverley's Jewish community of

10,076

residents makes up 15.1% of our total population

EDUCATION

13

NUMBER OF SCHOOLS

17 (including both primary and secondary)

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

AVERAGE HOUSEHOLD SIZE



2.4 people

RENTING HOUSEHOLDS

43%

MEDIAN WEEKLY RENT

\$622

SINGLE PERSON HOUSEHOLDS

28%



ECONOMY



\$4.9 billion
gross regional product

More than
29,047
jobs in Waverley

MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

\$2,308 compared to \$1,750 for Greater Sydney

HIGH EMPLOYMENT SECTORS

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

78.4% of Waverley properties are connected to the internet

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

End of Term Report 2017-21

THE ELECTED COUNCIL

The elected Council comprises of 12 elected members (Councillors), two of which hold the offices of Mayor and Deputy Mayor.

The role of the elected Council is to set the strategic direction for the Council, ensure financial sustainability, review the performance of the Council and to provide effective civic leadership to the community.

THE MAYOR AND COUNCILLORS

Councillors are elected by residents and ratepayers. The last local government election was held on 9 September 2017. The September 2020 elections was postponed to December 2021 in response to the risks of the COVID-19 pandemic.

Councillors are elected by ward (a geographical area). Waverley has four wards: Bondi, Hunter, Lawson and Waverley.

The Mayor is elected by Councillors for a two-year period and the Deputy Mayor for a 12-month period. The role of Councillors is defined in the *Local Government Act 1993* and include to:

- Be an active and contributing member of the governing body
- Make considered and well-informed decisions as a member of the governing body
- Participate in the development of the integrated planning and reporting framework
- Represent the collective interests of residents, ratepayers and the local community

- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

COUNCILLORS AND DECISION MAKING

The elected Council makes decisions at Council meetings and meetings of its two standing committees: The Operations and Community Services Committee and the Strategic Planning and Development Committee. Ordinary Council meetings are held once a month, generally on the third Tuesday. Extraordinary Council meetings are called at short notice from time to time to address particular issues. Meetings of the standing committees are usually held on the first Tuesday of each month.

All meetings are open to the public. Members of the public can address the Council on any issue on the agenda for the meeting.

To improve accessibility for the public, Council live-streams all Council meetings and meetings of its standing committees. In response to the COVID-19 pandemic and Public Health Orders, the majority of Council meetings were held online in 2020–21.



ADVISORY COMMITTEES

15



Council convenes and supports several advisory committees. These tackle broad local issues and provide a forum for discussion among Council representatives, local agencies and community members. These committees include:

- Access Advisory Committee
- Cycling Advisory Committee
- Cultural Advisory Committee
- Housing Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee
- Public Art Committee

16

OUR MAYOR AND COUNCILLORS



DOMINIC WY KANAK
DEPUTY MAYOR
(SEPT 2017 - SEPT 2019)

(Sept 2017 - Dec 2021)

Greens

Bondi Ward



JOHN WAKEFIELD
MAYOR
(SEPT 2017 - SEPT 2019)

(Sept 2017 - Dec 2021)

Australian Labor Party

Bondi Ward



LEON GOLTSMAN

(Sept 2017 - Dec 2021)

Liberal Party of Australia

Bondi Ward



SALLY BETTS

(Sept 2017 - Dec 2021)

Liberal Party of Australia

Hunter Ward



STEVEN LEWIS

(Sept 2017 - Dec 2021)

Australian Labor Party

Hunter Ward



WILL NEMESH

(Sept 2017 - Dec 2021)

Liberal Party of Australia

Hunter Ward

**ANGELA BURRILL**

(Sept 2017 - Dec 2021)
Liberal Party of Australia
Lawson Ward

**ELAINE KEENAN**
DEPUTY MAYOR
(SEPT 2019 - DEC 2021)

(Sept 2017 - Dec 2021)
Greens
Lawson Ward

**PAULA MASSELOS**
MAYOR
(SEPT 2019 - DEC 2021)

(Sept 2017 - Dec 2021)
Australia Labor Party
Lawson Ward

**GEORGE COPELAND**

(Sept 2017 - Dec 2021)
Greens
Waverley Ward

**MARJORIE O'NEILL***

(Sept 2017 - Mar 2021)
Australian Labor Party
Waverley Ward

**TONY KAY**

(Sept 2017 - Dec 2021)
Liberal Party of Australia
Waverley Ward

*Subsequent to election as the NSW Government Member for Coogee from 23 March 2019, in accordance with the Local Government Act 1993, Cr Marjorie O'Neill resigned as a Councillor on 16 March 2021.

18



OUR ORGANISATION

OUR VISION

Connect, Create and Celebrate our People, Places and Partnerships.

OUR MISSION

Wow! This is Waverley.

OUR VALUES

“We are the guardians for our place and our people”

We work TOGETHER and with our community - in our teams and across Council, no silos; building collaborative partnerships

We CARE and demonstrate RESPECT – in our work and in our dealings with others, we take ownership for things, engaging and listening

We strive for EXCELLENCE – to do the right job and to improve and innovate

We DO WHAT WE SAY WE WILL – we honour our commitments and we are accountable.

COUNCIL IS MADE UP OF FOUR DIRECTORATES:

01

GOVERNANCE
AND FINANCE

02

PLANNING,
ENVIRONMENT
AND
REGULATORY

03

COMMUNITY,
ASSETS AND
OPERATIONS

04

CUSTOMER
SERVICE AND
ORGANISATION
IMPROVEMENT

OUR PLANNING FRAMEWORK

All councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework. 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 for the future, with the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to decision making which considers

the Quadruple Bottom Line - social, economic, environmental and civic leadership, and the social justice principles of equity, access, participation and rights. The diagram below shows the framework hierarchy:



THE COMMUNITY STRATEGIC PLAN: WAVERLEY COMMUNITY STRATEGIC 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 2018–2029 has a long-term outlook and covers 11 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters in an integrated manner.

DELIVERY PROGRAM AND THE RESOURCING STRATEGY

The Delivery Program 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. The

Operational Plan 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—Fifth version (LTFP 5.3), Strategic Asset Management Plan—Fifth version (SAMP5) and Workforce Plan—Third version.



21

North Bondi

22



Bondi Pavilion

PROGRESS IN IMPLEMENTING THE COMMUNITY STRATEGIC PLAN

End of Term Report 2017-21



ARTS AND CULTURE

We 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, innovation and making our public spaces more visually appealing. The Art and Culture theme in the Waverley Community Strategic Plan 2018–2029 strives for a Waverley community enriched by opportunities to celebrate and participate in art and culture.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
1.1 Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape	1.1.1 Develop and implement a Cultural Plan for Waverley that delivers a wide range of integrated cultural activities
	1.1.2 Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction
	1.1.3 Provide a program of recreational and entertainment events that balances community and visitor expectations

Our Goal	Our Strategies
1.2 Preserve and interpret the unique cultural heritage of Waverley	1.2.1 Maintain the unique cultural value and heritage significance of key landmarks
	1.2.2 Plan and deliver a range of cultural heritage activities that inspire creativity, build participation and create learning opportunities

HOW WILL WE MEASURE SUCCESS?

- Increased community satisfaction with cultural, recreational and entertainment events
- Increased community satisfaction with library services
- Increased community satisfaction with valuing and preservation of cultural heritage

TERM IN REVIEW

MARK AND EVETTE MORAN LIB LITERARY AWARD

The Mark and Evette Moran NIB Literary Award is Council's annual celebration of the best in Australian research and writing.

- In 2017, Council received 119 entries for the award, with more than 52% of the entries from women authors and 449 votes were received in the People's Choice Award category. Kate Cole-Adams was the overall winner for *Anaesthesia: The Gift of Oblivion and the Mystery of Consciousness*. Ashleigh Wilson won the People's Choice Award for *Brett Whiteley: Art, Life and the Other Thing*. David Dufty won the Military Prize for *The Secret Code-Breakers of Central Bureau: how Australia's signals-intelligence network helped win the Pacific War*.
- In 2018, Council received 176 entries for the award, with more than 49% of the entries from women authors. The People's Choice Award received 577 votes. Helen Lewis won the Mark and Evette Moran Nib Literary Award for *The Dead Still Cry Out*. Bri Lee won the People's Choice Award for *Eggshell Skull*. Ben McKelvey won the Military History Prize for *The Commando: the life and death of Cameron Baird, VC, MG*.
- In 2019, Council received 156 entries. Nadia Wheatley won the Mark and Evette Moran Nib Literary Award for *Her Mother's Daughter*. Dr Alice Gorman won the Nib People's Choice Prize for *Dr Space Junk vs The Universe*.

Archaeology and the future. The year 2019 was the final year of the local RSL Sub-Branch Military History Prize offering. It was won by Olympic Gold Medallist John Devitt and Larry Writer for their book *Cecil Healy: A Biography*. As part of their in-depth research, Mr Devitt and Mr Writer travelled to the United Kingdom and toured the battlefields of France, where Cecil Healy, also an Olympic gold medallist swimmer, died at war in 1918.

- In 2020, the Nib offered a total prize pool of \$27,000 across three categories, including the Alex Buzo Shortlist Prize, Nib People's Choice Prize and the Mark & Evette Moran Nib Literary Award. The People's Choice Award received 435 votes. The public polling webpage had more than 1,000 page visits, illustrating the community's strong interest in finding out more about the finalists and the award generally. In light of the COVID-19 pandemic, the Nib Award winner's announcement event was organised online. The changed format was well received with more engaging online content. To date, the recorded event was viewed 683 times via Council's YouTube and Facebook. Rebecca Giggs won the 2020 Mark & Evette Moran Nib Literary Award for *Fathoms: The World in the Whale*. Suzanne Leal won the Nib People's Choice Prize for *The Deceptions*.

FESTIVAL OF THE WINDS

Festival of the Winds is one of the largest and best-known kite festivals in the world.

- In 2017, the 39th Festival of the Winds was organised in partnership with the Australian Kite-flyers Association. The festival featured multicultural and community performances and included local, interstate and international kite flyers. The festival included a kid's zone, entertainment and a mainstage program. In 2017–18, there was a 5–10% increase in attendance and a 10% increase in the average time spent at the festival compared to 2016–17. Approximately 40,000 people attended the event, making it the largest kite festival in Australia.
- In 2018 and 2019, the festival celebrated its 40th and 41st anniversary in Bondi and attracted approximately 80,000 people. The festival featured aerial shows, professional kite-flying, live performances, food stalls, kite making and craft workshops, jumping castles, face painting, art exhibitions and an amateur kite flying competition. Of the participants surveyed in 2019, 96% provided a positive response when asked to rate the event, and 98% stated they would recommend the event to a friend.
- In response to the COVID-19 pandemic, the 42nd Festival of the Winds in 2020 was adapted and delivered as a series of online events via a standalone, purpose-built Festival of the



27

Winds website, as well as a short film project involving a modest and brief display of professional kite displays on the beach. Online programming featured on-demand videos, live multicultural performances programmed by Sydney Improvised Music Association's (SIMA), online photo and poster art galleries, kite-inspired drawing classes and kite-making workshops.

BONDI FESTIVAL (FORMERLY BONDI FEAST AND BONDI WINTER MAGIC)

Bondi Feast was a fringe-style winter festival, celebrating the best in homegrown theatre, comedy, cabaret and circus, housed at the iconic Bondi Pavilion for two weeks, and was in operation until 2019.

Bondi Winter Magic is Council's premier destination marketing event hosted in partnership with the Bondi and District Chamber of Commerce since 2009. The event ran over a month and included a beachside ice rink, Ferris wheel, and music and art on the streets, featuring the Bondi Vista Ferris Wheel and Bondi Ice Rink. Accompanying arts and culture programming included the Art

Trail, History Walks and Music on the Streets.

- In 2017, Bondi Feast was organised at the Bondi Pavilion, featuring 43 shows, 134 performers and 3,235 people attended the event. The number of people attending Bondi Feast doubled in 2017–18 in comparison to 2015–16. Ten groups from the Bondi WAVE Youth band song writing program created 18 new works at the Bondi Pavilion music studios in 2017.
- In 2018, more than 5,000 people attended the Bondi Feast Fringe Theatre, an increase of 67% from 2017–18. The 2018 edition featured a festival garden, boutique parlour tent, performances including cabaret, dance and comedy and a pop-up kitchen from MasterChef Callan Smith.
- In 2019, more than 5212 people attended Bondi Feast, a four per cent increase compared to 2018. The 2019 edition featured a circus in the parlour tent, knitting and theatre winner Casting Off and Chasing Smoke, Australia's only Indigenous contemporary circus ensemble.

- In 2020, Bondi Feast and Bondi Winter Magic were combined as Bondi Festival. The event was cancelled due to the COVID-19 pandemic.
- Bondi Festival 2021 coincided with another COVID-19 outbreak in the Waverley LGA. The event was cancelled.

WAVERLEY ART PRIZE

The Waverley Art Prize is open to artists of 18 years of age and above for painting, drawing and mixed media.

In 2017, Council received 680 submissions. Maz Dixon won the Open Award for *Shangri La*. Nicola Smith won the Mayor's Prize for *Brussels 1982, on the settee 1*. Other winners were:

- Samantha Thompson won the Printmaking Prize for *Clarice*
- Claire Primrose won the Drawing Prize for *Assembled landscape 3*
- Anthony Buselli won the Acrylic Prize for *Rock Platform Wombarra*
- Kathryn McGovern won the Oil Painting Prize for *Nothing to see here*.

In 2018, 594 entries were received. Peter Rush won the Open Award for *North Bondi* and Megan



Seres's *Fading Into View* was highly commended. Zhana Yussef won the Mayor's Prize for *Atlas Beetle*. Other winners were:

- Brenda Tye won the Printmaking Prize for *Double self-portrait*
- Zhana Yussef won the Drawing Prize for *Atlas Beetle*
- Monique Lovering won the Acrylic Prize for *Ode to the Blue Moon*
- Monika Behrens won the Oil Painting Prize for *Becoming Night*
- Louisa Antico won the Mixed Media Prize for *Star Dust 11*.

In 2019, 394 entries were received, and winners shared in a prize pool of around \$12,000. Adam Oste won the Open Award for *Burnouts off Sir Joseph Banks Drive, Kurnell*. Elise Judd was the recipient of the Mayor's Prize for *Long Hot Summer*. Other winners were:

- Yvonne Haber won the Printmaking Prize for *Venice Alley Way*
- Andrea Wilson won the Drawing Prize for *Sunday*
- Matthew Tumbers won the Acrylic Prize for *The Vast Edge of Shuffle*
- Justice Maurice Scivetti won the Oil Painting Prize for *Mountain Pass*

- Artists David Fenoglio, Bridget McNab and Matilda Michell were highly commended for *Skeletons R Scary*, *Asters* and *Woman reading a letter*.

In 2020, the Open Prize money was increased to \$10,000. Narrative painter and former Waverley Artist in Residence, Phil James, of Sydney's east, was named Waverley Art Prize winner for his oil on vintage canvas *Still Life Day*. The Waverley Art Prize online exhibition was held in July 2020, and voting was open for the People's Choice Prize. Rowan Robertson was the recipient of the Mayor's Prize for *In the landscape of Spring* and Luke Kennedy won the Oil Painting Prize for *Puts on new Nikes, walks out of Myer*. Other winners were:

- Catherine O'Donnell won the Drawing Prize for *Union Street*
- Sarah Edmondson won the Mixed Media category for *Sorry*
- Luke Cornish won the Printmaking Prize for *Anthropocene*
- Suzanne Alexander won the Acrylic Prize for *Summer*.

WAVERLEY ARTS AND CULTURE PLAN

Council commenced the preparation of the draft Waverley

Cultural Plan in 2019. The vision for activation, participation and innovation for arts and culture in Waverley, the plan guides Council's long-term planning for cultural infrastructure, events, programs and partnerships.

The Waverley Arts and Culture Plan 2021–2026 was finalised and endorsed by Council at its meeting in April 2021. The plan was drafted to integrate the ideas and feedback received from members of the community in 2019. Consultation included an online survey (185 responses), focus groups with the community and key stakeholders (35 participants), community intercept conversations (75 participants), and long-form submissions from community members, community groups, organisations and businesses (six submissions). In May and June 2020, officers conducted one on one meetings with all stakeholders to refine the draft. Following this feedback, a final version was resolved and placed before Council.

Council has established the Waverley Arts and Culture Advisory Committee. This committee has now met once and will continue to provide expert advice to Council officers on the progression of goals, actions, and measures outlined in the plan.

SPORTS CLUB PRESIDENTS' BREAKFAST

In September 2017, Council organised the Sports Clubs breakfast. Representatives from 10 sports clubs and associations participated in the event. The breakfast provided an opportunity for the clubs to meet relevant Council staff from areas such as parks, facilities, planning and management and understand upcoming projects and plans. The feedback Council received from the clubs indicated positive support for the synthetic grass field and new multi-purpose courts and affirmed that this has provided increased access.

LATIN AMERICAN FESTIVAL

Council supports the Bondi Beach Latin American Festival organised at Bondi Pavilion. The event was held in March every year during the reporting term. Approximately 1,000 people attended the event each year. The festival featured Latin American crafts, art, traditional food, clothing, folkloric performances, Latin dance lessons, music and dance performances on multiple stages. In 2020, the event was postponed due to the COVID-19 pandemic.

Since 2020, event organisers have indicated their interest in working with broadcast partners to grow the festival further.

HISTORY WEEK

History Week was celebrated each year at the Library with fascinating displays and interesting programs.

- In September 2017, the exhibition showcased the popular music culture of Bondi during the 50s and 60s. The exhibition featured Johnny O'Keefe, Delltones, Pee Wee Wilson, The Atlantics, Col Joye and the Denvermen. The highlight of the week was a musical event held on 7 September with the Sunshine Singers; 70 people attended the event.
- The 2018 exhibition featured Waverley Cemetery as an example of the picturesque cemetery design of the nineteenth century with a geometric layout similar to be found in Pere La Chaise Cemetery in Paris and London's Highgate Cemetery. The exhibition reflected the Victorian funeral parlour by shrouding the exhibition in sheer black drapes. A lively and engaging floor talk was given by Greg Ross, Friends of Waverley Cemetery, at the exhibition's opening. The centre piece of the exhibition was a glazed ceramic floral cross, a decoration often used on cemetery memorials.
- In 2019, an oversized time line of Bondi Beach was the focus of the exhibition illustrated with photos and informative captions on the progression of Bondi Beach's development from pre-European history and the indigenous users of the beach to the present time. John Ogden, author of *Saltwater People of the Fatal Shore: Sydney's Southern Beaches*, paid homage to the people who made this coastline their home. A children's storytime featuring The Great White Man-Eating Shark, the popular song Baby Shark and paper shark fin craft.

The centre piece of the exhibition was an interesting ex-theatrical sandcastle prop.

CREATIVE AND LEARNING EVENTS AT THE LIBRARY

Waverley Library hosted creative programs and learning activities every year.

Creative activities included:

- Three-dimensional printed ceramics
- Vallerstein Trio International Women's Day Concert
- Tote bag upcycling workshop
- Book clubs, movie and music appreciation discussion groups
- Community favourites, collage making and Sketchflash.

Learning opportunities included:

- The relaunch of Techtime, Techhelp and Tech Playground and the establishment of new after-school STEM programs, Messy Science and Blockly Games
- Wellness sessions including Food and Mood Workshop and Stronger for Longer Seniors events
- Hollywood Studios lecture, history and author talks, including Debbie Malone, Dina Davis, Sandy Macken and Shira Sebban
- Law Week lecture series and Drug Information @ your library activities.
- Children's literacy programs including reading with Waldo, the dog
- Ride the Wave lecture series and midnight study sessions for Higher School Certificate students

- Wellness sessions and Senior Driver Program for seniors.

In response to an NSW Government Public Health Order Waverley Library was closed on 18 March 2020 and transitioned to offer online services, the Library received more than 326,000 visits for the year up until March 2020.

Ongoing communication with patrons and regular welfare checks continued for vulnerable members. The Library newsletter moved from monthly to weekly, and the Library App was launched in April 2020, providing 24/7 mobile access to online resources. A Library Facebook page was established, with Facebook being used to host online story time sessions. The first online story time, reached an audience of 3,434 people and had more than 1,700 views.

The Library developed and delivered many online activities for the community via Zoom,

including:

- Multicultural cooking classes
- Library movie club and book clubs
- Storytimes and craft sessions for children
- Aboriginal and Torres Strait Islander Culture Club and Aboriginal art workshops
- Make your own organic cleaning and skin care workshops
- Online tabletop games and Minecraft activities
- Learn and research and discover online resources
- Author talks
- Collage, sketching, knitting and colouring classes.

The Library reopened in June 2020 to deliver a Grab 'n' Go service and returned to full opening hours in February 2021.

CHILDREN'S LITERARY FESTIVAL EVENTS

In addition to the Children's Library's yearly Halloween festival Spooktacular, Harry Potter visited the Waverley Library for the book's 20th Birthday celebrations in 2017. Two hundred and fifty-seven young witches and wizards joined.

In 2019, the Children's Library team hosted a Horrible Histories Day inspired by the series written by Terry Deary. There was archery, bouts of combat, displays of medieval armoury, a scribe writing people's names in ink, a wandering pirate, mummy making, craft activities galore, and a court jester show.

Outcome Measure	Baseline	Actuals
Increased community satisfaction with cultural, recreational and entertainment events	95% community satisfaction rating (2018)	92% community satisfaction rating (2021)
Increased community satisfaction with library services	98% community satisfaction rating (2018)	97% community satisfaction rating (2021)
Increased community satisfaction with valuing and preservation of cultural heritage	54% community agreement rating (2018)	49% community agreement rating (2021)

Sources: Waverley Community Survey 2018 and 2021



Bondi Music Week

31



COMMUNITY SERVICES AND WELL-BEING

We have a strong focus on 'not leaving anyone behind' and fostering a sense of community connections, belonging and pride. We aim to be at the forefront of reforms in addressing complex social issues, working with the community to ensure their well-being. This theme in the Waverley Community Strategic Plan 2018–2029 is about building a vibrant, caring, resilient and inclusive community.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
2.1 Create a resilient, caring and cohesive community	2.1.1 Provide a range of needs-based, flexible and accessible services, buildings and facilities
	2.1.2 Provide and manage social and affordable rental housing, community venues and facilities

Our Goal	Our Strategies
2.2 Nurture a safe, healthy and well-connected community that embraces challenges and has the resilience to adapt to change	2.2.1 Facilitate social inclusion and neighbourhood programs to strengthen community connections
	2.2.2 Manage and regulate public places to achieve safe and healthy lifestyles

Our Goal	Our Strategies
2.3 Strengthen people's inclusion in community life, promote diversity and celebrate Aboriginal and Torres Strait Islander culture past, present and future	2.3.1 Improve access, participation and inclusion for everyone

HOW WILL WE MEASURE SUCCESS?

- Increased community satisfaction with community services, programs and facilities
- Increased community satisfaction with venues and rental properties
- Increased community satisfaction with community connectedness
- Improved community perception of safety
- Improved community perception of enhanced access, participation and inclusion

TERM IN REVIEW

ELSA DIXON ABORIGINAL EMPLOYMENT PROGRAM

In 2017–18, Council recruited five Year 11 high school student trainees through the Elsa Dixon Aboriginal Employment Program. Through this initiative, Council received \$50,000 in grants to support these trainees work at Council whilst completing their Higher School Certificate.

Each year since, Council has employed trainees through the program. Four young people completed their traineeship with Council, with two accepted into university, one an apprenticeship elsewhere, and one was offered a four-year apprenticeship with Council.

Council currently has six trainees employed through this program, who are completing qualifications in Business Services (administration) and Horticulture.

The benefits and success of the program have led Council to recruit a number of other trainees and apprentices across a range of program areas.

YOUTH PROGRAMS

Council continued to work with WAYS Youth and Family for annual Youth Week events, which provided opportunities for young people to contribute to decision making, showcase their talent, and engage in a range of activities and events.

In 2018, Council in partnership with South East Sydney Local Health

District, facilitated access to Youth Mental Health First Aid courses for several local services and clubs. These courses provided volunteers with skills to recognise young people struggling with their mental health and strategies to support them.

In 2018, Council received grant funding to develop a Youth Opportunities Innovating Work Experience Project in 2019. The first part of this project was a Creative Careers Youth Forum attended by 50 local young people. The subsequent phases of the project included a one-day Design Jam held in August 2019, attended by 24 students in Year 9 – 11 who live or go to school in Waverley LGA and a two-week incubator participated by 13 local Year 10 students to produce innovative project designs for business start-ups, one of which informed new community programs and activities at the Waverley Community Garden.

In partnership with Randwick Council, Waverley coordinated the Eastern Sydney Youth Services Network (ESYSN) and facilitated a minimum of four meetings each year. In response to the COVID-19 pandemic in 2020, monthly online meetings were held to support the local services. The issues that the network focuses on include ongoing gaps in the provision of support around mental health, such as availability of psychological services, risk of homelessness and providing networking opportunities to address the disconnect in the service system.

DISABILITY INCLUSION

Waverley and Randwick Councils developed a regional framework, An inclusive Community for Everyone, to support a consistent approach to disability planning across the Eastern Suburbs. Council endorsed the regional framework and Waverley's Disability Inclusion Action Plan in 2017. Achievements include:

- Access Bondi was launched on 1 February 2020, in partnership with Bondi Bathing Surf Life Saving Club to celebrate inclusion and promote the improvements made to make Bondi Beach accessible for everyone. Improvements include an upgraded accessible ramp at North Bondi, new accessible shower and toilets, beach matting, beach wheelchairs and new self-serve lockers for beach wheelchairs.
- Charging points for electric wheelchairs and mobility scooters were installed at Bondi, Mill Hill and the Library.
- Explore Waverley, Council's online mapping system, was updated to enable people to find the location of accessible infrastructure and amenities.
- Ability Links and St Vincent's Local Area Coordination held regular information desks at Waverley Library.
- A positive image library was created to reflect our diverse community's images in Council publications and communications.
- A disability awareness e-learning module was purchased for Council staff.



Elsa Dixon trainee Andrew with his mother and aunt

- A Missed Business Guide for local businesses to guide decisions in providing more inclusive services was created and distributed
- The More than just a Job initiative provided Council staff with information and training about supporting employment and traineeships for people with intellectual disability within Council. The training was co-delivered by Council for Intellectual Disability Council and a resident living with an intellectual disability in September 2020. Staff across multiple Council departments participated
- In 2021, Council appointed a new Access and Inclusion Panel to support Council to embed disability inclusion across Council.

NEW LIFEGUARD TOWER

In 2017–18, a new portable Lifeguard tower was installed at the northern end of Bondi Beach. Two additional lifeguards were rostered on to increase patrol services during the busy summer months. The new tower is 50% bigger than the previous portable tower and is made from fibreglass. The tower, which is in close proximity to beachgoers, can accommodate up to two lifeguards

at a time in addition to safety equipment and medical supplies.

In 2019, Council purchased another portable Lifeguard tower for South Bondi to provide better facilities for staff patrolling the southern end of the beach during summer.

MILL HILL COMMUNITY HUB

The Commonwealth Home Support Program (CHSP) funding for Waverley and Community Seniors Centre programs based at the Mill Hill Community Centre has been extended until 2022. A review of the Seniors Centre was carried out in 2018. The review found that the programs offered have a positive impact on peoples' lives. There was strong support from Centre users for the current range of exercise, interest and socialisation opportunities offered by the Centre. New measures were introduced to improve the quality of programs offered. Since March 2021, all programs have been operating out of Waverley Library while the Mill Hill Community Centre is renovated.

In 2019, Waverley Community Living Program (WCLP) completed a National Disability Insurance Scheme (NDIS) audit.

An independent assessor carried out the audit and required a comprehensive review of policies and procedures, consultations with participants, family members, and staff. The service received full NDIS provider accreditation. While the program provides valuable independent living support to participants living with an intellectual disability, staff also support participants to lead projects. Some of these included:

- In 2017 Bondi Boogie dance party was held at Bondi Pavilion. Participants worked over a 10-week period to plan and promote the inaugural event
- A drought relief fund raiser in February 2019 to support farmers, raising \$2,000.
- The Living the Dream Program launched Our Vision for Inclusion video on 3 December 2020, the International Day of People Living with Disability. The video was developed over a six-month period and participants discussed topics such as bullying, employment, relationships and social stigma faced by people with disability. The video was well received and will be used to raise awareness.



PARTNERSHIP INITIATIVES

A range of partnership activities were implemented with the community and other organisations to ensure children, families and young people are resilient, safe and empowered. These programs were developed in consultation with relevant stakeholders, and responded to their issues, needs and ideas.

- An annual Principal's Symposium has been held since 2018 to connect local services and high schools and improve the transition to high school for vulnerable students at risk of long-term mental health issues and educational disengagement. These events were developed in partnership with NSW Department of Education, NSW Health School Link and Centre 360. Each year the symposium attracts up to 60 teaching staff from 15 schools across the Eastern Suburbs Region and practitioners from a range of child, youth and family support agencies. In 2020, the symposium ran as an online forum. It trialled a schools hub model to flag vulnerable students commencing Year 7 in the following year and enabled child youth and family service providers to meet with
- the hubs to discuss how they can assist schools support students and families
- In partnership with Woollahra Council and local primary schools, a transition to school event is held for parents of children starting kindergarten the following year. Each year the session attracts around 100 attendees. The last two events were held online due to COVID-19. A resource page is available on Council's website to provide further information to facilitate the transition to school
- Council partnered with Randwick City Council, the Education Centre Against Violence, other member organisations of the Eastern Suburbs Domestic Violence Network and the Child and Family Interagency to deliver the Working Together Against Domestic Violence Interagency forum in October 2018. Approximately 70 people from community services organisations and programs participated to increase capacity to collaborate effectively for safe and responsive action and support families experiencing domestic violence. Other popular workshops explored themes such as children's communication and language development, cyber safety, safe internet usage, water
- safety and talking with teens around challenging teenage issues
- Funded by the Central and Eastern Sydney Primary Health Network, Council partnered with Randwick, Woollahra and Bayside Councils and supported Eastern Suburbs Domestic Violence Network's 'We're Better than that' campaign. The campaign targets domestic violence and promotes respect and healthy relationships, and encourages men to be active bystanders when they witness behaviour that condones and contributes to violence in our communities
- Council convenes and resources the regional Ageing and Disability Interagency in partnership with the City of Sydney and Randwick Councils. Meetings held bimonthly are an opportunity for service providers to network and discuss reforms in the ageing and disability sectors. Council officers also participate in the Elder Abuse Working Party and the Digital Inclusion Working Party
- Youth Mental Health First Aid courses were held in July and November 2018, in partnership with South East Sydney Local Health District, 27 sports and surf club volunteers attended. These courses provide volunteers with skills to recognise young people

who might be struggling with their mental health

- As part of a larger innovative work experience project, 50 local young people participated in Council's Creative Careers Youth Forum in June 2019, funded through the NSW Family and Community Services Youth Opportunities Program
- A partnership was established with Waverley Youth and Family (WAYS), Totem Skateboarding and Bondi Skateriders to host a Skate Jam event in May 2019 at the Bondi skate bowl. More than 50 young people participated in workshops and events
- Council participated in the South East CALD Water Safety Committee, aiming to improve water safety at beaches, pools and other waterways for culturally and linguistically diverse people
- Parent seminars 'Talking with Teens about challenging Teenage Issues' was held in February 2021 in partnership with WAYS; 48 participants attended.

COMMUNITY INITIATIVES

Council organised and implemented a range of community initiatives:

- In October 2018, Council supported a pre-Invictus game event. Resonating with Council's Disability Inclusion Action Plan, "You are defined by what you can do" was the theme.
- In March 2019, Family Day Care held a conference for 30 educators working in the community to enhance their knowledge and confidence around themes such as Indigenous perspectives in early childhood and meaningful play

- The annual Welcome to Waverley information and support evening for new families was held in March 2019, 28 participants including families and children's services educators participated in Council's three-part emotional health and wellbeing program for parents in June 2019
- Council partnered with the City of Sydney and Randwick City Council to hold a Regional Disability Expo in June 2019 at Sydney Town Hall. Approximately 50 stall holders and 700 people participated
- In June 2020, Council partnered with Eastern Suburbs Councils, City of Sydney, Inner Sydney Voice and Junction Neighbourhood Centre to hold an online forum with aged and disability service providers to discuss opportunities and challenges the first wave of COVID-19 pandemic presented, 50 people attended. A Digital Inclusion Working group was established to address the digital divide for people living with disadvantages.

SOCIAL SUSTAINABILITY FRAMEWORK

In response to demographic changes, social reform, shocks and stressors, a Community Wellbeing Strategy was prepared following a comprehensive internal and external consultation. The Strategy prepared in reference to the broader resilience framework will inform the next iteration of the Waverley Community Strategic Plan.

DIVERSITY AND INCLUSION INITIATIVES

Council became a committed member of the Welcoming Cities Network, a growing network of cities, shires, towns and municipalities committed to advancing communities where everyone can belong.

Council continued to promote, support and celebrate diversity in the community through events, activities, grants and initiatives, including the Walk for Respect, Harmony Concert, Sharing Refugee Stories and Food, film screenings, Boondi Boondi, and participation in Migrant Employment Expos. Waverley has been a regular contributor to various interagency and networking groups, including the Inner and Eastern Sydney Migrant Interagency, Local Government Multicultural Network, South East Sydney Multicultural Water Safety Committee, La Perouse Government Interagency and Eastern Region Local Government Aboriginal and Torres Strait Islander Committee.

In 2020–21, Council prepared the draft Cultural Diversity Strategy. The document was placed on public exhibition until the end of June 2021 and will seek Council endorsement in early 2021–22. The Cultural Diversity Strategy sets out a vision and roadmap for Council, partners and the community to work together to build and maintain a welcoming and cohesive Waverley for people from culturally diverse backgrounds, acknowledging that this will benefit everyone in our community. It recognises that recent global trends and

movements have local implications, including rising polarisation and intolerance, increasing focus on the importance of planning for cities and communities that are socially just and resilient.

INNOVATE RECONCILIATION ACTION PLAN

Council's Innovate Reconciliation Action Plan (RAP) 2019–2021 was endorsed by Reconciliation Australia in November and launched in December 2019. The RAP provides a framework for Council's commitment to reconciliation and guides the Council's efforts towards a vibrant, resilient, caring and inclusive community. Prepared in consultation with community members, partners and staff, the actions focus on 'Relationships, Opportunities and Respect'.

Council's Early Education Centres and Family Day Care are involved in the Narragunnawali RAP program, which supports the Council's Innovate RAP outcomes and the National Quality Standards for Early Childhood Education and Care. Early Education Centres and Family Day Care participate in National Reconciliation Week, NAIDOC and National Aboriginal & Torres Strait Islander Children's Day through community programs and events. In 2020 the Care for Country program was implemented to support children's connection to place and country.

LIFEGUARD CHALLENGE 2020

In 2018, 2019 and 2020, Council's Lifeguards participated in the

annual Lifeguard Challenge from Bondi to Cronulla to raise awareness and money to support Sydney Children's Hospitals Foundation. The Lifeguard Challenge is a gruelling 30km race with the distance covered through board paddling, swimming, and running. The local community turn out to cheer on the team, and crowds attend the finish line barbeque event at Cronulla Beach. Lifeguards from Randwick, Sutherland and Waverley Councils participated in the challenge and each year raised more than \$15,000 to purchase life saving medical equipment.

VOLUNTEERING INITIATIVES

Council continues to coordinate opportunities for volunteers to contribute to the community and enhance Council assets, services and activities. Around 200 people regularly give their time to a range of Council programs contributing 8,000 hours of their time annually. These programs include Bushcare, Children and Family Services, Waverley Library, Waverley Cemetery, Arts and Culture, Community and Seniors Centre, Community Justice of Peace and Community Programs.

In the last two years, Council focussed on engaging 30 local community organisations and environmental groups that utilise volunteers, matching interests and expertise with needs and opportunities in the local area. This was particularly important during the COVID-19 pandemic when local services required significant extra support. There has been an increased interest in

volunteering over this time as the community responded to shocks and stressors. A connected and resilient network of local organisations supported by Council was formed over the past two years through these monthly exchanges of opportunities as well as online and face-to-face gatherings.

The updated website page has made identifying new local volunteer opportunities more user-friendly and efficient. In addition, feature stories showcasing the volunteer team has encouraged more people to get involved. Creating lanyards and hi-vis vests for the volunteer team has helped identify this group of people assisting in various capacities across Waverley.

The Local Hero Awards were held in 2018, and 2019 and Council subsequently resolved to hold these awards every two years due to the number and quality of nominations received. The recent awards held in May 2021 recognised outstanding contributions to the Waverley community. Since 2018, the Local Hero Awards and annual volunteer recognition event were combined. Volunteers were acknowledged through professional development opportunities, awarding annual certificates, recognition letters, celebrations organised by their supervisors, and through the Council website and social media channels.

Council acknowledged Audrey and Peter McCallum through Council's

Best of the Best Award in 2019. A plaque recognising their many years of volunteering service was installed on Bronte Beach Promenade.

In May 2021, Council hosted the Local Hero Awards at the North Bondi SLSC. The ceremony was held to recognise and celebrate the incredible work Waverley's volunteers do for our community.

COMMUNITY GRANTS POLICY

Council provides significant support to local community organisations and individuals to enable Waverley's community to access a wide range of services, programs and activities. Council endorsed the Community Grants Policy in March 2020. The Policy provides high-level principles and a framework to guide financial assistance to support community initiatives. The Policy development included a review of practice against legal obligations and relevant guidelines, consultation with staff across Council and discussions with grantees.

SOCIAL HOUSING AND HOMELESSNESS SERVICES

- **The Eastern Suburbs Assertive Outreach Collaboration (ESHAC)**
ESHAC continues to meet monthly to support people with complex needs sleeping rough. Regular outreach services are provided in Bondi Junction, Bondi Beach and other suburbs when people that require support are identified. Over the past two years, approximately 16 people sleeping rough in the Waverley

area now live in permanent long-term housing. Additional outreach patrols were carried out in 2020 during the COVID-19 pandemic.

- **Street count**

Since 2017, Council has been participating in street counts in the Waverley LGA. Street counts collect a point in time information about the number of people sleeping rough and aim to link people to support, so they move out of homelessness. In February 2020 and 2021, Council coordinated the Eastern Suburbs street counts in partnership with Woollahra and Randwick Councils. In 2020 the count identified 28 people sleeping rough across the eastern suburbs, with 18 people in the Waverley LGA. In 2021 the same number of people were counted in the Eastern Suburbs with 14 people in the Waverley area. Over the years, Waverley has seen a gradual reduction in people sleeping rough due to a collaborative approach to homelessness and NSW Government strategies developed in response to COVID-19.

- **Social Housing redevelopment**

Council endorsed a redevelopment option for its social housing property at 2A Edmund Street in December 2019 to provide its future social housing tenants with a modern, fully accessible amenity. The concept design endorsed by Council in September 2020 will provide five units configured as a versatile mix of studio, 1 and 2 bed units to cater for singles and couples. The design was

informed by the Liveable Housing Design Guidelines. It will provide tenants with high quality, durable, low maintenance home designed and built to enhance the quality of life at all life stages.

- **Affordable and social housing review**

The Affordable and Social Housing Review project was completed in May 2021. The consultant's report included research, analysis, comparisons and recommendations to improve Council's current model and suggestions for growing provision. An EOI for membership of the re-constituted Housing Advisory Committee was completed in May 2021 to focus discussion and provide feedback on future directions.

PROGRAMS FOR CHILDREN, SENIORS, FAMILY AND YOUNG PEOPLE

- **Response to COVID-19**

Council programs and services were adapted during COVID-19.

Council delivered multiple face to face workshops and parent education sessions online to support families. Information was disseminated via newsletter and online, and focused on resilience and coping strategies. A webpage was created with resources, including a video of the presentation for participants and others unable to attend.

Toward the New Normal, a parent webinar session with Waverley Family Support was delivered in June 2020 to help families manage the stress of change due to the



Consent Talk

impacts of COVID-19 on family life. Feedback indicated a high level of satisfaction with content and presentation.

The Waverley Community and Seniors Centre delivered seven types of fitness and social activities via Zoom. Individuals requiring personal support were provided ongoing telephone contact.

Council's Waverley Community Living Program (WCLP) supported participants and families to understand the COVID-19 Public Health Orders, supported people to get tested and developed Easy Read information for participants. Essential service and support continued to be provided and many individual and group activities moved online.

• Parenting Sessions

To build capacity and resilience in the community, regular parenting, information and education sessions are held annually. Recent examples have included (both online and face to face):

- The Journey to Parenthood for New and Expectant Parents
- Talking with Teens about

challenging Teenage Issues

- Communication Development and Bilingualism
- Resilience in young people
- Cyber Safety
- Respectful Relationships and Consent

Information disseminated by newsletter and online focused on resilience and coping strategies. A webpage was created with resources, including a video of the presentation.

Council prepared its first Child Safe Policy under new legislation to guide Council and the community in developing strategies, attitudes and behaviours that keep children safe. The key message is about keeping children safe is everybody's business. A working group was established for the implementation of the Child Safe Policy across the Council.

EARLY EDUCATION AND CARE SERVICES

Council's four Early Education Centres and Family Day Care have operated throughout COVID-19 as

essential services to support front line workers and families to maintain their employment.

Free education and care were delivered to families from April to July 2020, with Federal and State Government support as part of the COVID-19 relief package.

- A community-wide survey on Children and Family Services reflects positive results for Council's early childhood services. Feedback received on gaps will inform improvements and efficiencies
- The Intergenerational playgroup pilot was launched in partnership with Uniting and Council's Family Day Care service. During the COVID-19 pandemic, care packages and artwork were sent to the residents to maintain the connection.

In December 2020 and January 2021, three of our Early Education Centres were upgraded as part of the Council's capital works program with significant enhancements to indoor and outdoor environments at each of the services. In addition, families

were provided with education and care services at two alternative sites during the extended holiday closure.

Council's four Early Education Centres successfully received NSW Department of Education Quality Learning Environment grants in 2019 and 2020. The grants supported the services to further enhance their outdoor learning spaces with educational equipment, resources and landscaping.

Mill Hill and Gardiner Early Education Centres had their assessment and rating in March 2021 by the NSW Department of Education with excellent results for both services, Mill Hill receiving an Exceeding rating and Gardiner a Meeting rating.

COMMUNITY GARDENING PROJECTS

A number of new Council supported shared garden groups were established/re-established with growing community interest in gardening. There are currently more than a dozen groups operating throughout the LGA, providing significant social and environmental benefits to the community. Some of these have been led by residents, others by Council, and some in response to an issue such as illegal dumping. The website has been updated to provide residents with readily available information about the locations of the shared gardens, with contact details and a map to enable residents to search for a garden close to them.

Due to the increased interest in shared gardening and requests to

simplify Council processes, the Public Gardening Policy and Verge Garden Guidelines were updated and presented to Council in July 2021 to seek approval for public exhibition.

The Waverley Community Garden has had significant improvements over the past four years, including raising multiple garden beds, installing a greenhouse, redesigning the pond area, expanding the children's area, creating introduction plots for beginners, and implementing a new composting system.

In the past two years, the annual Neighbour Day event has been based at the community garden, providing an opportunity for residents in the area to join educational talks and workshops and meet the gardeners. Two series of art workshops were held in the garden facilitated by professional artists engaging primary school age children to draw from nature.

The Waverley Tri-Annual Garden Awards were held in November 2018, with 27 entries. The event was held at Bronte House and received positive feedback from all involved. Council's Waverley Community Garden won the Shared Garden category.

COUNCIL SPONSORED POLICE VEHICLE

Council and the Eastern Suburbs Police Area Command (PAC) unveiled a new Council-sponsored police vehicle on 19 November 2019. The Eastern Suburbs PAC will use the Council-sponsored vehicle for crime prevention activities and community engagement as part of

a three-year sponsorship agreement. The police vehicle sponsorship program is one of the ways Council and Police are working together to prevent crime in the east.

ALCOHOL FREE ZONES AND ALCOHOL PROHIBITED AREAS IN WAVERLEY

In October 2019, Council extended 24/7 alcohol-free zones on its streets and footpaths in Bondi Junction and Bondi Beach. The 24/7 Alcohol Prohibited Areas remain in place at Tamarama, Bondi and Bronte beaches, Biddigal Reserve, Tamarama Park, Ray O'Keefe Reserve, Boundi Reserve, Hunter Park, Clementson Park and Eora Park.

Outcome Measure	Baseline	Actuals
Increased community satisfaction with community services, programs and facilities	Measured through variables below	
General social services information, referral and support	93% community satisfaction rating (2018)	95% community satisfaction rating (2021)
Facilities and services for older people	94% community satisfaction rating (2018)	91% community satisfaction rating (2021)
Facilities and services for people with disabilities	91% community satisfaction rating (2018)	87% community satisfaction rating (2021)
Early education and child care services	92% community satisfaction rating (2018)	91% community satisfaction rating (2021)
Social and affordable housing	59% community satisfaction rating (2018)	77% community satisfaction rating (2021)
Increased community satisfaction with venues and rental properties	45% community agreement rating (2018)	44% community agreement rating (2021)
Increased community satisfaction with community connectedness	Measured through variables below	
Living in Waverley makes you feel connected	65% community agreement rating (2018)	60% community agreement rating (2021)
You know your neighbours	71% community agreement rating (2018)	72% community agreement rating (2021)
Improved community perception of safety	Measured through variables below	
You feel safe during the day in Waverley's streets and public spaces	93% community agreement rating (2018)	95% community agreement rating (2021)
You feel safe during the night in Waverley's streets and public spaces	77% community feel safe (2018)	75% community feel safe (2021)
You feel safe using public facilities	87% of community feel safe (2018)	87% community feel safe (2021)
You feel safe at Waverley beaches	92% of community feel safe (2018)	93% of community feel safe (2021)
Improved community perception of enhanced access, participation and inclusion	Measured through variables below	
Waverley residents of all ages and abilities feel included in community life	55% of community feel included in community life (2018)	46% of community feel included in community life (2021)
People in Waverley show compassion and care for those most in need	50% community agreement rating (2018)	44% community agreement rating (2021)
The community is supportive of a culturally diverse community	63% community agreement rating (2018)	62% community agreement rating (2021)
Services for children, families and young people meet your needs	55% community agreement rating(2018)	45% community agreement rating (2021)
There is a good range of community groups and support networks for residents	54% community agreement rating (2018)	46% community agreement rating (2021)

Sources: Waverley Community Survey 2018 and 2021



Community Garden



RECREATION AND OPEN SPACES

Waverley has about 10 hectares of open space used by 74,000 residents, 27,000 workers and more than 3,000,000 tourists annually. This equates to approximately 1.43 hectares per 1000 residents, where the standard is 2.32 hectares per 100 residents. The Recreation and Open Spaces theme in the Waverley Community Strategic Plan 2018–2029 aspires us to be a Council that is a leader and innovator in open spaces and recreational facilities that support a healthy, happy and connected community.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
3.1 Improve health and quality of life through a range of recreational opportunities and quality open spaces	3.1.1 Retain, protect, and improve the quality, capacity and accessibility of parks, open spaces, sporting and recreational facilities

Our Goal	Our Strategies
3.2 Expand the network of parks and open spaces, sporting and recreational facilities	3.2.1 Improve access to private and public recreation facilities and open spaces

HOW WILL WE MEASURE SUCCESS?

- Improved community satisfaction with the quality of parks, sporting and recreational facilities and open spaces
- Improved community satisfaction with accessibility to parks, sporting and recreational facilities and open spaces

TERM IN REVIEW

CEMETERY CONSERVATION AND MANAGEMENT INITIATIVES

The Waverley Cemetery Conservation Management Plan (CMP) 2003 was revised in response to the State Heritage listing. In May 2018, Council adopted the new Waverley Cemetery Conservation Management Plan. The purpose of the CMP is to provide an overall direction and approach to the ongoing conservation and management of Waverley Cemetery. The CMP governs the management of the heritage values of the place, provides guidance on the preparation of projects within the area, and ensures no adverse impacts on heritage values. The CMP meets the standards of the Environmental Protection and Biodiversity Conservation Act 1999 and the Heritage Act 1977. The CMP recommendations are based on thorough documentary and physical research. The Plan will assist Council to prepare a Cemetery Masterplan that will evaluate current land use opportunities.

The Waverley Cemetery Coastal Walk was reopened at Bronte in October 2018, following wild storms in June 2016 that forced the closure of the coastal walk and parts of the cemetery, both of which have now been remediated to withstand future storms. The restoration works cost more than \$4.26 million and have restored the structural integrity of the site. The works included a sea wall built over

igneous dykes and within tidal zones. A feature of the coastal walk is the new lookout near the cemetery gully. This complex work reinforced the structural integrity of the coastal walk and secured the land from further slippage and erosion. It stabilised the existing embankment, providing long term reinforcement to protect the embankment, with extensive fortification to withstand the forecasted storm events. The stormwater cleansing and passive irrigation are optimised with a new stormwater retention system through a hanging swamp and rainwater garden. Further work is in progress to create a habitat for 3,500 local plant species and develop 400 square metres of turf.

The Waverley Cemetery Coast Walk project won the Excellence in Infrastructure Award at the 2020 Stormwater NSW Awards for Excellence. The Stormwater NSW Awards encourage and celebrate excellence in the innovation, development, completion and management of stormwater projects and the people involved. Council, in collaboration with hydraulic engineers from Alluvium Group, designed a stormwater system that captures and distributes stormwater through artificial rainwater gardens and hanging swamps in the area. These gardens planted with endemic plant species contribute to the unique coastline biodiversity. The stormwater treatment system and associated landscape works have created a functional aesthetic space for coast walk users with views of the coastline and the

cemetery. This project addresses stormwater issues within the cemetery and coast walk landscape.

PARK AND PLAYGROUND UPGRADES

Niblick Reserve

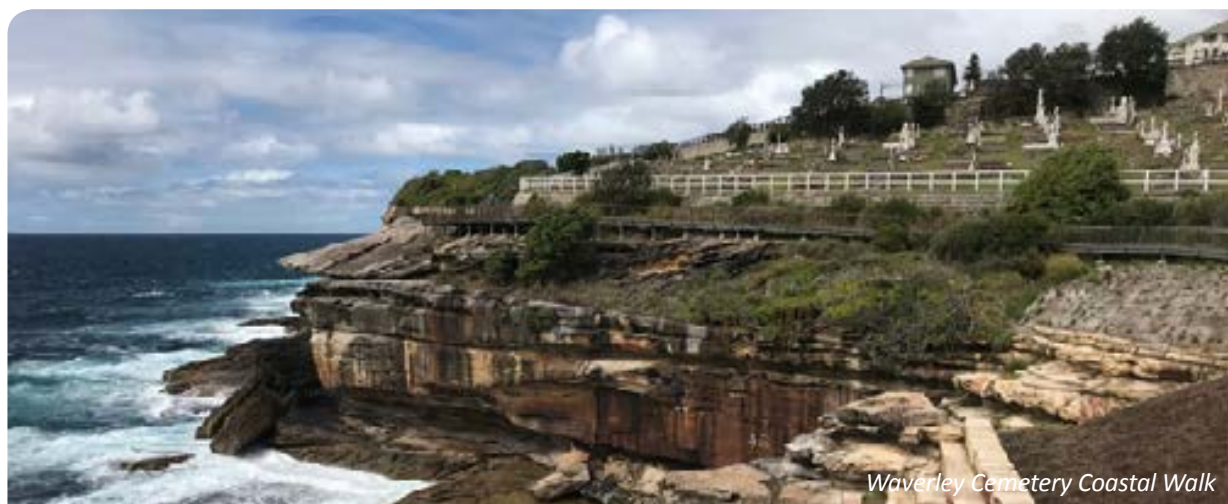
The Niblick Street Reserve remediation project was completed in December 2017. The project involved removing contaminated soil and installing new landscape features such as plantings, play equipment, a bubbler and an accessible footpath.

Stephen Street

The Stephen Street project was completed in March 2018 and involved the refurbishment of Stephen Street Reserve, located at the corner of Bennett and Stephen Street, Bondi. The project included installing new playground equipment and soft fall and landscaping upgrades comprising sandstone feature elements, trees, low cover, tufting, herbs and turf.

Bronte Picnic Shelters

In May 2018, Council continued the upgrade of picnic shelters in Bronte Park, replacing five damaged timber picnic shelters and refurbishing and repair works to the remaining 18 shelters. Works undertaken included repainting surfaces, replacing damaged picnic table posts, roof structures and partition walls, extending concrete padding around the shelter and pressure washing to remove surface contaminants.



Waverley Cemetery Coastal Walk

47

Gibson and Brown Reserve Upgrade

Gibson and Brown Reserve was upgraded in 2018. The improvements to the reserve included:

- New seats, picnic setting, bin enclosure, timber screens, recycled plastic edging, sandstone block wall
- New playground equipment and wet pour rubber
- Nature play elements, including timber balance beams, timber steppers, and sandstone boulders
- Trees, shrubs, tufting, ground-cover plants and turf.

Marks Park and Playground Upgrade

An upgrade to the Marks Park and Playground was completed in 2019 and included:

- A footpath provides step free access to park facilities that link the playground, amenities block, seating and the spectacular coastal viewpoints from Mackenzies Point
- A stair connection between the park and Mackenzies Point was created, improving access to the lookout and lower Coast Walk.
- A new accessible lookout point provides access to coastal views

providing a similar experience to Mackenzies Point for all park visitors

- New native landscape planting to stabilise the embankment and manage erosion
- Playground was upgraded to replace old equipment and expand the play experience. The playground is appropriate for a range of ages from toddlers to pre-teens and includes nature and exploratory play.

Clarke Reserve improvements

Building on three rounds of community consultation undertaken from 2018 to 2019, an upgrade to the playground at Clarke Reserve was completed in early 2020. The works included:

- Six new shade trees around the playground
- New play equipment, including a multi-play piece and spinner to cater to a wider range of ages
- Repairs the rubber soft fall and edging
- New drinking fountain with dog drinking bowl, alongside the path at the reserve entrance
- New permanent park signage.
- New low garden barrier fencing at the entrance to the playground to further deter dogs from entering the play space

- Relocate 80m of the garden bed adjacent to the coastal fence on the western side and replace it with turf.

Barracluff Park playground upgrade

Following community consultation in 2019, detailed design and documentation were completed for the park and playground. The works are expected to be completed in 2021. The new district level playground will include:

- New play equipment
- New seating, picnic settings, and drinking fountains
- Improving access for everyone to the playground and through the park
- New casual sporting facilities for senior children and young people, including a basketball hoop and rebound wall.
- New park lighting.

Thomas Hogan Reserve improvements

The stairs connecting Thomas Hogan Reserve and Martin Avenue were refurbished with planting and weeding completed in 2019. Council completed improvements to the lower park in 2020. The design of these works was based on the master plan developed in



Varna Park

the Plan of Management and subsequent consultation. Park improvements included:

- New universal access pathway connection from paved Francis Street entry to base of Martin Avenue stairs and seats in the central lawn
- New equal access path to the community hall
- New decking area to the community hall, providing level universal access to main and side entry
- Addressing flooding issues around the community hall
- Improved lawn area in front of community hall
- Improved light and growing conditions for the historic fig and lawn areas
- Bush regeneration of the reserve's slopes.

Tamarama Park improvements

Works at Tamarama Park completed in 2017 built on previous improvements as outlined in the Plan of Management and Master Plan and overwhelming requests from the community to improve and maintain facilities and the amenities in the park.

Upgrades included:

- Replaced galvanised balustrade with stainless steel balustrade above the promenade
- Handrail installed to stairs at the kiosk
- New sandstone paving and turf around all picnic shelters and new pavement at key entry and exists to manage wear and erosion
- Lengthen disabled parking bay to be AS1428 code compliant and relocate bicycle parking to service toilet and kiosk
- Upgrade some garden beds and protect with low garden fence barrier and provide additional amenity shade tree plantings
- New secure bin enclosures.

Waverley Park improvements

The Plan of Management for Waverley Park was implemented with several essential improvement projects. Council designed and delivered the following works in Waverley Park:

- Birrell Street entrance upgrade widening the entry node to improve safety and wayfinding. New fencing, sandstone edging, planting and bollards were installed along Park Parade

- The shared pedestrian and cycle pathway was lit, improving safety and wayfinding for commuters and visitors to the park
- New tree planting at the Bondi Road entrance
- Re-surfacing of the lower netball courts
- Tree planting along Bondi Road and at the main path, entry from Birrell Street was completed.

Bondi Park improvements

In 2017, Council completed the upgrade of picnic shelters in Bondi Park and the construction of two new picnic shelters to the north of Bondi Pavilion. The surrounding area was revitalised with new turf, tree plantings and additional picnic furniture.

In 2020 Council undertook maintenance work to ensure a safe and improved user experience of the Bondi Park Fitness Station at North Bondi. The works included replacing all rubber softfall to meet the requirements of Australian Standards, relocating the water bubbler, providing concrete pads to high wear zones and repairing fitness equipment pieces as required.

Refurbishment of the children's ocean pool at North Bondi included

a new stair and ramp access, safety rope, seating and paved edge to pool and mural as part of the North Bondi Asset Upgrades project. Promenade upgrade includes new balustrades and handrails, bubbler, bins, beach showers, bike racks and lighting. The refurbishment was completed in December 2019 and opened to the public in February 2020. In addition, the beach ramp can accommodate beach wheelchairs enabling better access to the beach.

Bondi Park playground was refurbished and re-opened in late 2020. The works included new; fencing, multi-play equipment for toddlers, musical instruments, a nature play area and bubblers. Older play equipment, picnic shelters and softfall were repaired and refurbished.

In Bondi Park, new paths were installed to two picnic shelters to create accessible links, sandstone paving under the pandanas and new bins were installed.

Marlborough Reserve Playground

Council recently completed an upgrade to Marlborough Reserve Playground. This upgrade improved the current play space as identified in Waverley Council's Play Space Strategy.

Based on community consultation, plans were developed. The new park and playspace provide:

- Play experiences cater to a range of age groups through active, imaginative, creative, social, quiet and free play

- Spaces that encourage play to promote an understanding of the natural environment
- Improved safety by incorporating barriers to busy roads
- New bins, including dog bag dispenser at the southern end of the reserve.
- Improved safety by incorporating barriers/ fencing to busy roadways
- New bins including dog bag dispenser at the bottom southern end of the reserve.

Varna Park refurbishment and fitness station

In 2019, Council received funding from the NSW Government through the Stronger Communities Fund to improve Varna Park. Two rounds of consultation were held, resulting in plans to make improvements across the park. Construction was completed in 2021 and included:

- New picnic shelter
- New exercise station
- New drinking fountains
- New edging to the softfall mulch around the playground
- New bin enclosures with dog bag dispensers
- Removal of old seats
- Removal and pruning of unhealthy trees.

Hugh Bamford Reserve improvements

The first stage of the coastal fence was installed in Hugh Bamford Reserve along the north-eastern coastline of the reserve. This work builds on consultation and design from previous years to develop a fence designed for Waverley's cliff top parks.

A new accessible path was installed from the car park to the amenities building alongside a new bubbler and planting.

Coastal Walk Fitness Stations

Four old coast walk exercise stations were consolidated into three new stations at Tamarama, Gaerloch and Marks Parks. The new fitness stations build on the successful stainless steel and timber equipment designed for Bondi Park. They utilise painted super graphics on concrete walls and coloured rubber softfall to create fun landmarks along the coast walk.

The design was shortlisted as a finalist in the Dulux 2020 Colour Awards.

Existing seating and bins were replaced on the coast walk from Tamarama to Bondi with 10 new seats, 21 bins, and 4 bike hoops. Works were completed in October 2020.

Steep Slope Planting

Council is progressively planting under utilised grassed steep slopes. Since 2017 the following areas have been planted:

- Gaerloch Reserve: Native planting is spread over three seasons to minimise the risk of erosion. All stages were completed, with the planting thriving despite harsh environmental conditions
- Hewlett Street: Split level was planted with native plants to further control erosion and provide amenity
- The corner of Bulga and Military Road: Recently planted with a range of native ground covers and grasses.



Clarke Reserve

Sports fields and courts

Numerous improvements were made to our sports fields and courts:

- New field at Rodney Reserve
- Cricket sight screens were installed at Waverley Park
- Resurfacing of the netball courts at Waverley Park.

Park and Beach signage

Welcome, and wayfinding park and beach signs were installed at:

- Bronte Beach
- Bondi Beach and pools
- Diamond Bay Reserve
- Rodney Reserve
- Raleigh Reserve
- Weonga Reserve
- Clarke Reserve
- Tamarama Park
- Varna Park
- Hunter Park
- Victoria Park.

IMPROVEMENTS ON THE CLIFF TOP WALK

Following an asset assessment on structural integrity, safety, and serviceability of various accessway structures (stairs, footpaths, boardwalks and associated facilities) at Tamarama Park, Eastern Avenue and Diamond Bay Clifftop Walkways, the following works were completed.

- Repair works in Eastern Avenue and Diamond Bay
- New sandstone stairs in Eastern Reserve control erosion
- Additional native planting and improvements to the entry to cliff top park.

Further works are rescheduled for implementation in 2022.

OPEN SPACE PLANNING WORKS

Open Space and Recreation Strategy

The Open Space and Recreation Strategy (OSRS) was adopted by Council in 2021. The OSRS guides Council in providing and maintaining the sport, recreation and open space facilities that meet the community needs now and into the future. The focus areas for the next 10 years are to:

- Develop an open space network and hierarchy to guide management and maintenance activities in line with the level of activity, facilities and level of service for each space
- Adopt a maintenance and servicing framework for parks and reserves that relates to the open space hierarchy
- Increase the capacity of existing sports fields
- Seek opportunities to secure land in strategic locations to increase

the provision of community recreation spaces

- Improve the pedestrian environment and wayfinding for walking routes around open and recreation spaces
- Improve provision of toilet and water fountain facilities at sports fields and along the cliff walk
- Establish a framework to support ongoing community and stakeholder engagement in the planning and management of open and recreation spaces.

Hugh Bamford Reserve and Williams Park Plan of Management

Council adopted the Hugh Bamford Reserve and Williams Park Plan of Management in June 2020. Submissions received on the draft Plan of Management placed on community, stakeholder and Crown Land consultation from August to October 2019 were incorporated. The Plan retains existing critical infrastructure, such as training field at Hugh Bamford Reserve and the nine-hole golf course on Williams Park under a different management model. The implementation of the Plan will incorporate enhancements to support walking through Williams Park and the existing recreation uses in Hugh Bamford. Since the plan's adoption, the construction of an accessible path to the

community hall in Hugh Bamford Reserve was completed. Council is actively seeking grant funding to continue the Plan implementation.

Bronte Park and Beach Plan of Management

Council adopted a Plan of Management prepared for Bronte Park and Beach at its meeting in July 2017. Council undertook extensive community consultation to establish a future vision and values for the place, and test ideas and opportunities for the park and beaches. The Plan of Management outlines the vision, values, purpose and management practices for the sustainable use and development of the land.

Inclusive Play Space Study

Council has undertaken an inclusive play space study to provide strategic direction on providing inclusive play spaces where everyone can play, regardless of their age or ability.

The inclusive play space study completed in 2020 forms a supporting document to Council's Play Space Strategy 2014–2029, providing guidance on access, inclusion and equity when Council plans and designs new play spaces. This study also explores exciting new concepts such as providing for intergenerational play.

Open spaces management plan

In September 2020, Council released a plan for the operational management of outdoor public spaces and beaches over summer. The purpose of the plan is to help Council manage beaches and open spaces in a COVID-safe way and in line with Public Health Orders and health advice. The plan covers Waverley's beaches, parks and reserves, the Bondi to Bronte coastal walk, picnic tables, BBQs, and outdoor seating areas, outdoor fitness stations and playgrounds.

LAUNCH OF BONDI TO MANLY WALK

The Bondi to Manly Walk was established through the cooperation of the City of Sydney, Mosman, North Sydney, Northern Beaches, Waverley and Woollahra Councils, Property NSW, the Office of Environment and Heritage, the Sydney Harbour Federation Trust, and Bondi to Manly Walk Supporters. Representatives from all three levels of government announced a historic partnership in November 2018 to create a single walking track from Bondi Beach to Manly Beach. The 80-kilometre walk will link all the existing coastal and harbourside walking tracks and paths between Bondi Beach and Manly Beach. Once completed, it

will be an internationally significant multi-day walking track. Directional signage will be installed along an agreed coastal and harbourside walking track.

ROSCOE STREET ARTWORK

The Roscoe Street streetscape upgrade, including a public artwork installation at Roscoe Street Mall, was completed in January 2018. The project created a meeting place for people to view the public artwork on their journey to and from the Bondi Beach Precinct. The site area was limited to the end section of Roscoe Street Mall at the intersection of Roscoe Street and Gould Street. Previously the site included a sunken square courtyard space that featured a few generic seats and an ecogarden.

The works included raising pavement levels to create a single level surface, installation of public artwork, bollards on street edges and night lighting for pedestrians, removing eco-gardens from the existing, cluttered paved plaza area and improving water runoff by ensuring free drainage of stormwater to existing gutter and lintels and decommissioning an existing stormwater inlet.

Outcome Measure	Baseline	Actuals
Improved community satisfaction with the quality of parks, sporting and recreational facilities and open spaces	80% community satisfaction rating (2018)	78% community satisfaction rating (2021)
Improved community satisfaction with accessibility to parks, sporting and recreational facilities and open spaces	76% community satisfaction rating (2018)	79% community satisfaction rating (2021)

Sources: Waverley Community Survey 2018 and 2021



LOCAL ECONOMY

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 Local Economy theme in the Waverley Community Strategic Plan 2018–2029 strives to promote a diverse and prosperous local economy.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
4.1 Promote Waverley as a significant sustainable economy and innovation precinct	4.1.1 Facilitate networking and collaboration between Waverley's independent professionals and aspiring start-ups
	4.1.2 Develop approaches to increase employment opportunities among the highly skilled and educated workforce, including young graduates

Our Goal	Our Strategies
4.2 Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services	4.2.1 Enhance the commercial core of Bondi Junction to increase employment
	4.2.2 Support the efforts of a range of stakeholders to increase the diversity of the local economy

Our Goal	Our Strategies
4.3 Encourage tourism to support the local economy and contribute to local amenity	4.3.1 Ensure tourism contributes to natural and cultural attractions and local amenity
	4.3.2 Support and enhance the tourist economy

HOW WILL WE MEASURE SUCCESS?

- Increase in number of active registered businesses
- Increase in local employment opportunities
- Increased proportion of knowledge intensive and innovative industries
- Increase in number and diversity of jobs
- Increased business sector economy mix
- Increased community satisfaction with management of natural and cultural attractions and local amenity
- Increased income from visitor economy

TERM IN REVIEW

BONDI JUNCTION COMMERCIAL CENTRE REVIEW

The Bondi Junction Commercial Centre Review was completed in March 2018 to build an evidence-based response to the Greater Sydney Commission's draft Eastern City District Plan. The Bondi Junction Commercial Centre Review focuses particularly on commercial office development. The report includes an analysis of broader trends and drivers in the economy, the local planning and development history of Bondi Junction, issues and trends, development projections, capacity and viability in Bondi Junction.

The role of Bondi Junction as a commercial office centre is under threat through the conversion of previous retail and office uses to mixed use residential buildings.

Analysis of development data demonstrates a supply pipeline of approximately 92,000 square metres of residential floor space, but a loss of approximately 20,000 square metres of commercial floor space. A further loss of approximately 40,000 square metres of office floor space could occur with the conversion of several large office buildings. The key recommendations from the study include:

- Prohibiting serviced apartments in specific zones such as B3 (Commercial Core zone) and B4 (Mixed Use zone)
- Consider allowing differential controls for office development in B4 zone
- Consider applying incentives for office development in the B4 zone, identifying future areas for residential growth to reduce conflict with commercial.

BONDI JUNCTION MINIMUM NON-RESIDENTIAL FLOORSPACE

The Bondi Junction Strategic Centre – Protecting and Promoting Non-Residential Floor Planning Proposal, which implemented a control to ensure no net loss of employment floorspace via Clause 6.12 Development on certain land in Bondi Junction, and prohibited serviced apartments in the B3 Commercial Core zone, was adopted by Council in December 2020 and was Gazetted on 19 February 2021.



COVID-19 BUSINESS SUPPORT PROGRAM

Council established a business support program to provide financial relief to small businesses experiencing hardship. Council is encouraging eligible small businesses operating in the Waverley Local Government Area to apply for assistance.

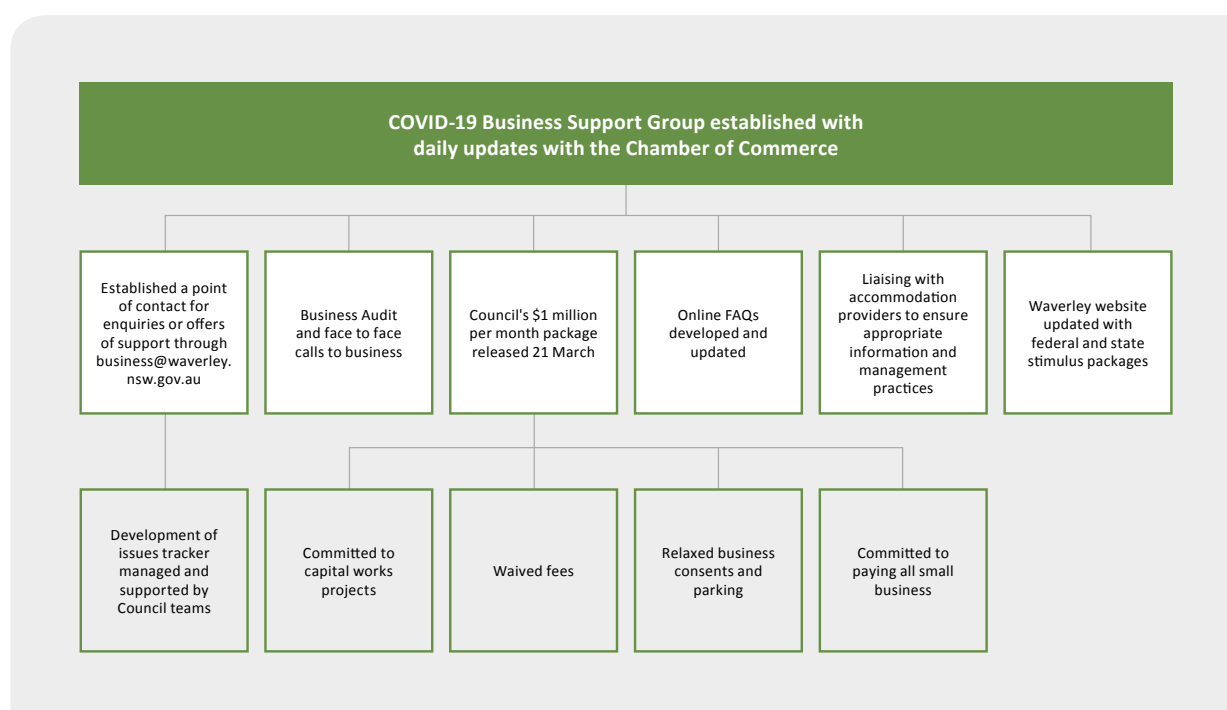
The program is open to small businesses as defined by the Australian Tax Office. The COVID-19 Business Support Program provides assistance in the form of:

- Extended credit terms
- Commercial rent (rent relief for small businesses)
- Residential leases
- Licensed sporting groups

(fee waived for the duration of the stay-at-home orders)

- External hirers of community venues (fee waived for the duration of the stay-at-home orders)

The diagram below notes key projects as part of Council's business response to COVID-19 in 2020.



KEEP IT LOCAL CAMPAIGN

Council in partnership with Bondi and Districts Chamber of Commerce launched the Keep It Local campaign to support small businesses impacted by the COVID-19 pandemic. Through the initiative, the Chamber of Commerce hosted a dedicated free online directory for Waverley businesses to list information

about services offered and how the community can support them. A total of 167 businesses registered. Residents were encouraged to commit to shop locally and support local businesses where viable.

LOCAL LEGENDS COMPETITION

To celebrate small businesses in 2020, Council launched the Local Legends Competition.

The community were asked to vote for their favourite local business for the chance to win a \$100 voucher to spend with any local business listed on the Keep It Local website. At the end of the competition, the three local business legends with the highest number of votes each received \$500 Keep It Local vouchers. The business winners were Bru Coffee, Gertrude & Alice and Bondi Vixen.



Westfield, Bondi Junction

BONDI INNOVATION FORUM

The inaugural Bondi Innovation Forum was held as an interactive online event held at Bondi Icebergs on 27 May 2021. Fifteen leading industry experts and accomplished entrepreneurs shared insights with 150 attendees on their journey and how to attract and nurture innovation in various business environments.

The themes of the Forum, creativity, innovation and entrepreneurship responds to Waverley's vision for Bondi and surrounds moving into the future. The event supported Waverley's business community in their journey and positioned Bondi and the Eastern Suburbs as a world-class innovation precinct that aims to retain and attract innovators, nurture their creativity and support them to flourish.

WAVERLEY BUSINESS FORUMS

In October 2019, four industry experts Rachel Hamlen, Rosanna Iacono, Steven Ma and Kate Harper offered insights into how business is changing and what you need to do to stay ahead; 110 participants attended.

In June 2019, performance and resilience coach Vashti Whitfield shared a journey of adversity and resilience with 110 people in attendance.

In April 2019, four female entrepreneurs shared their tips for success, 150 people attended. The speakers were:

- Dr Kate Adams, co-owner of Bondi Vet Hospital
- Rosanna Iacono, Strategist and Managing Partner, The Growth Activist

- Elizabeth Meryment, journalist and editor, Eastern Suburbs magazine

- Charlie de Haas, Clean Treats Factory and Charliesballs NKED brand

In October 2018, a discussion on startups and small business was held; 200 people attended. The panel included:

- Brent Annells, Founder of Bower Garage
- Lynsey Fraser, Director and Founder of Social Media Training agency FloSocial
- Phil Stubbs, Director and Principal Trainer, Media School Sydney
- Phil Brown, Strategist, The Growth Activist.

In October 2017, a business forum on startups in Waverley was held.

PROPERTY COUNCIL OFFICE MARKET REPORT

Council commissioned the Property Council of Australia to measure, analyse and publish

information about office space in Bondi Junction for a three-year period beginning in 2019. The following 2019 Office Market Snapshot was produced for Bondi Junction.

	Total Market	A Grade	B Grade	C Grade
Total stock (sqm)	88,740	52,766	29,598	6,376
Total vacancy (sqm)	2,132	0	1,441	691
Total vacancy factor (%)	2.4%	0%	4.9%	10.8%
Future supply (sqm)	407	407	0	0
Australian non-CBD office vacancy (%)	9.1%	7.9%	9.3%	11.8%
Australian CBD office vacancy (%)	8.3%	6.5%	11.4%	12.0%

SUSTAINABLE VISITATION STRATEGY

The draft Sustainable Visitation Strategy was placed on public exhibition in October and November 2018, receiving 229 responses. The community feedback helped to inform the final strategy adopted by Council in March 2019. The Strategy recommends a visitation framework for Waverley for the next five years; one that is built on collaboration and consensus from community, government and industry. It also introduces the concept of sustainable tourism as a basis for decision-making within the LGA, committed to making a low impact on the environment and local culture, while supporting future employment for local people. The Strategy responds to the local economy goals in Waverley's

Community Strategic Plan 2018–2029, ensuring that tourism supports the local economy and local amenity.

Council created a Tourism Advisory Group to support the roll out of projects outlined in the Sustainable Visitation Strategy and ensure that all tourism activities in the area contribute to the sustainability and protection of the local area and amenity. In February 2021, Council endorsed the motion to create the Sustainable Visitation Panel.

One of the primary deliverables within the Sustainable Visitation Strategy was to create a local stakeholder group of community, business, and local tourism advisors. This group was created to support the roll out of projects outlined in the Strategy and to ensure that all tourism activities in the area contribute to the

sustainability and protection of the local area and amenity. In February 2021, Council supported the motion to create the Sustainable Visitation Panel.

HELLO BONDI

Hello Bondi is Council's dedicated tourism website, which was launched in 2017. Council worked with the Australian Tourism Data Warehouse (ATDW) to update and refresh the website in preparation for further promotion in 2019–20. Due to COVID-19, promotion of this asset was placed on hold until safe travel resumes.

CHARING CROSS HERITAGE WALK

Council developed a new heritage walk through the Charing Cross Conservation Area to Bronte Beach. The walk aims to tell stories

of people who have lived in the Charing Cross and Bronte area and celebrates the long history of Charing Cross as Waverley's first commercial centre. The walk highlights the notable contribution of each building or item that contributes to the historic streetscapes.

BRIGHTEST AND BEST LOCAL BUSINESS AWARDS

The Waverley Brightest and Best Local Business Awards provides an opportunity for residents to give back and say thank you to the businesses that go above and beyond to provide outstanding service. All Waverley businesses, both small and large, retail and non-retail, are eligible for nomination and entry. The Awards were cancelled in 2020 due to COVID 19 restrictions. However, future planning is now underway.

- In 2019, Steven Tassie, Carology won the Business Person of the Year Award, and Speedos Café won the Business of the Year. Award categories included Automotive Services, Bakery/Cake Shop, Beauty Services, Café, Dental Services, Early Childhood Centre, Education Service, Fashion Shop, Fast Food/ Takeaway, Fitness Services, Florist, Fresh Food Retail, Hairdresser, Health Improvement Services, Jewellery Store, New Business, Performing Arts, Pet Care, Professional Services, Real Estate Agency, Restaurant, Service & Trade and Specialised Business.
- In 2018, Hunter Labour Hire won the Business of the Year award and the award for Professional

Services. Brenda Miley from Let's Go Surfing was named Business Person of the Year, and Let's Go Surfing also won the award for Specialised Business. There were 2,224 nominations, with 330 finalists shortlisted.

FUNDING FOR SMALL BUSINESS WORKSHOP

A workshop to support startups, technology and innovation businesses to secure funding and scale their business was held in November 2019. Council partnered with Bondi & Districts Chamber of Commerce, Australian Trade and Investment Commission, WOTSO, NSW Department of Treasury, City East Community College, Service NSW and The Grants Guy to deliver this event. Speakers from Federal and State Governments presented various funding options available to small businesses. A total of 25 participants attended.

In August 2020, Council partnered with Bondi Chamber of Commerce to organise the How to Win Your Next Small Business Grant workshop to support startups, small and medium enterprises to access Government grants.

A virtual grants workshop was held in conjunction with the Bondi & Districts Chamber of Commerce on 30 June 2021 for local businesses, stakeholders, and staff called; Get that Grant; Preparing, Finishing and Winning your next Grant with 73 people in attendance. Council developed the Waverley Grants Hub for business, community and staff. This hub allows for staff and stakeholders to filter and find grants based on search criteria. This service also allows for alerts to be created when suitable grants become available.

EASY TO DO BUSINESS

The Easy to do Business program was launched in May 2019 in partnership with Service NSW to simplify the process for locals establishing or changing their cafe, small bar or restaurant. The program makes it faster for business owners to set up their business in Waverley by making it easier to complete the required applications and streamlining and designing simpler forms via an online business portal. It helps remove the duplication of dealing with multiple regulations and agencies so businesses can open their doors faster. In May 2019, 25 businesses in the Waverley LGA were supported through the program.

LOBBYING STATE AND FEDERAL GOVERNMENT FOR ONGOING SUPPORT

Council made the following submissions to State and Federal Government:

- The 24-Hour Economy Discussion Paper
- The National General Assembly – Tourism Submission
- Reimagining the Visitor Economy

OCCUPANCY AUDITS

Occupancy audits are conducted in February and August every year and consistently measure occupancy rates and business mix across Waverley's commercial centres. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Waverley Local Environmental Plan 2012.

CREATIVE LIGHTING POP UP

'The Heart of Bondi' is an interactive installation by Sydney Artists Amigo and Amigo, which was inspired by sea coral and Waverley's unique coastal views. The nine-metre interactive installation was completed in December 2017. The Heart of Bondi was a pilot project to showcase the recommendations of the Creative Lighting Strategy that establishes a vision for Waverley's

public spaces, encouraging activity and safety after dark and funded by Council's Tourism Demand Driver Infrastructure grant.

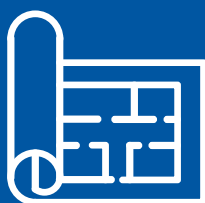
SECURING RETAIL AND URBAN SERVICES

The Securing Retail and Urban Services study considers the existing strategy and policy framework and trends and drivers likely to influence retail and urban services in the Waverley LGA. The study seeks to provide evidence to

inform changes to Council's planning framework to better support the role of retail and urban services land in the Waverley LGA. This recognises the important role that retail and urban services lands have in cities' urban structure and functioning. The report provides options for planning interventions for the Waverley LGA to be considered to address the future need for retail and urban services.

Outcome Measure	Baseline	Actuals
Increase in number of active registered businesses	34,000 businesses (2017)	39,132 businesses (2019-20)
Increase in local employment opportunities	Waverley has a jobs to workers ratio of 0.67 (2017)	0.66 (2019-20)
Increased proportion of knowledge intensive and innovative industries	2,498 knowledge intensive and innovative industries (2017)	2,907 knowledge intensive and innovative industries (2020)
Increase in number and diversity of jobs	28,000 jobs (2017)	29,047 (2020)
Increased business sector economy mix	Professional, Scientific and Technical services (20.9%), (12.9%) and Construction (8.8%)	Professional, Scientific and Technical services (21.1%), Financial & Insurance (13.1%) and Rental, Hiring & Real Estate (12.5%) (2021)
Increased community satisfaction with management of natural and cultural attractions and local amenity	49% community satisfaction rating (2018)	55% community satisfaction rating (2021)
Increased income from visitor economy	\$1,085m (2017)	\$1,631m (2021)

Sources: Waverley Community Survey 2018 and 2021; Modelled Tourism Research Australia data / Economy.ID; Spendmapp Data; ABS Census 2016, Economy.Id, Australian Business Registry Data



PLANNING, DEVELOPMENT AND HERITAGE

We facilitate architectural design excellence in building liveable homes, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical to Waverley. Council aspires to be a frontrunner and advocate for balanced development in Waverley. The Planning, Development and Heritage theme in the Waverley Community Strategic Plan 2018–2029 strives for diverse, liveable and sustainable places.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
5.1 Facilitate and deliver well-designed, accessible and sustainable buildings and public places that improve the liveability of existing neighbourhoods	5.1.1 Facilitate and enable a range of housing options and other land uses
	5.1.2 Ensure new development maintains or improves the liveability and amenity of existing neighbourhoods
	5.1.3 Ensure new development provides a high standard of design quality and does not adversely impact on the amenity of neighbours or the wider community
	5.1.4 Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity
	5.1.5 Encourage energy and water efficiency, best practice waste management and zero carbon buildings for all developments

Our Goal	Our Strategies
5.2 Value and embrace Waverley's heritage items and places	5.2.1 Protect, respect and conserve items and places of heritage significance within Waverley

Our Goal	Our Strategies
5.3 Encourage new developments to achieve design excellence	5.3.1 Ensure development and construction in the public and private domain achieves excellence in design
	5.3.2 Encourage creativity and innovation in the planning, design and delivery of new buildings and public places upgrades

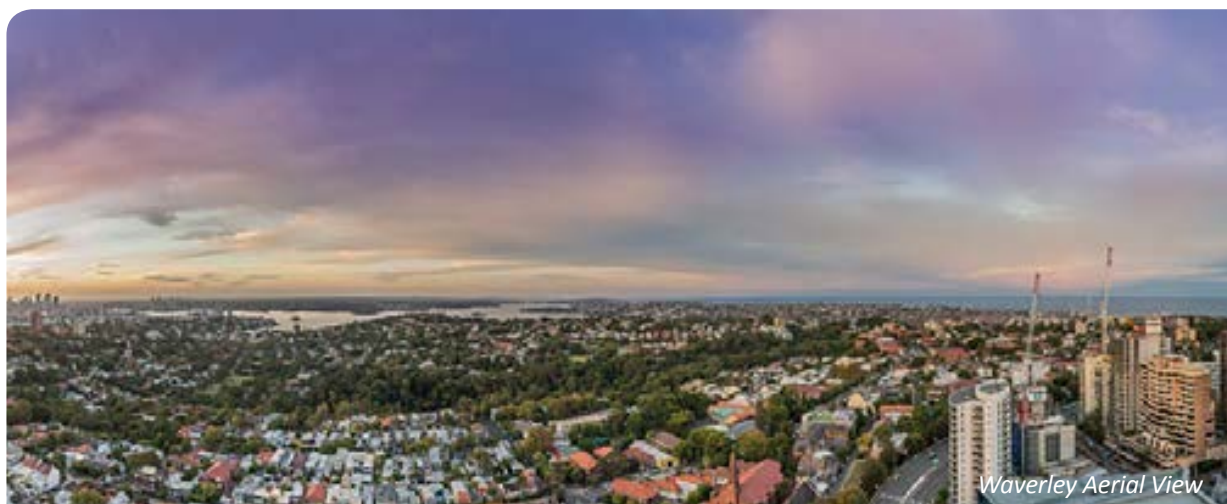
HOW WILL WE MEASURE SUCCESS?

- Increased number of affordable and accessible dwellings
- No net loss of services and amenities in Waverley's villages and communities
- Increased community satisfaction with Council's planning controls
- Increased percentage of buildings approved with best practice environment sustainability measures
- Community satisfaction with protection and conservation of heritage items and places
- Increased community satisfaction with liveability and amenity of local neighbourhood

TERM IN REVIEW

SUBMISSIONS MADE ON SIGNIFICANT ISSUES AND PAPERS

- Council made a submission to the NSW Department of Planning and Environment's Short-term Holiday Letting in NSW: Options Paper on Short Term Holiday Letting. The four suburbs with the highest proportion of dwellings rented on Airbnb are in Waverley LGA. The submission to the Options Paper included multiple recommendations, including:
 - Creating a clear and standard definition for short term holiday letting
 - Setting limits on the maximum period and the maximum number of bedrooms for rent
 - Implementing effective action to ensure compliance with the relevant legislation
 - Allowing strata bodies a greater level of control to limit any negative impacts from short term holiday letting.
 - In 2018, Council made a submission to the Greater Sydney Commission's Draft Greater Sydney Region Plan and the Revised Draft Eastern City District Plan. Council's submission identified a number of significant concerns with the Draft District Plan. The key matters addressed in the submission included:
 - Reiterating the importance of an affordable housing target for all of Greater Sydney
 - Promoting the retention of B3 Commercial Core zoned land, and where appropriate a minimum non-residential floor space ratio in the B4 Mixed Use zone in Bondi Junction
 - Improving connections to Bondi Junction Interchange to promote active and public transport and minimise trips in private vehicles
 - Nominating Bondi Junction as a Low-Carbon Precinct to showcase sustainability excellence and innovation in the Eastern City District in accordance with the Green Infrastructure Master Plan
 - A submission was made to the NSW Parliament's inquiry into sustainable energy supply and resource use in September 2019 regarding BASIX, one of Australia's sustainable planning measures. Recommendations and submissions were also made to NSW Waste Inquiry and Energy Security Target and Safeguard consultation. Council is leading the regional BASIX performance under future climate scenarios through a grant awarded by the State Government in November 2019 under the Increasing Resilience to Climate Change program. A grant of \$135,000 was received from the Department of Planning, Industry and Environment to investigate the appropriateness of BASIX targets.
 - A submission to the proposed Housing Diversity State Environmental Planning Policy (HDSEPP) was made in September 2020. The HDSEPP aims to consolidate the following three existing SEPPs:
 - State Environmental Planning Policy (Affordable Rental Housing) 2009 (ARHSEPP)
 - State Environmental Planning Policy (Housing for Seniors and People with a Disability) 2004 (Seniors SEPP)
 - State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes) (SEPP 70)
- Key elements of the proposed SEPP that were supported include:
- Affordable Housing SEPP
 - Reducing the FSR bonus incentive for providing affordable housing from 0.5:1 increase to a 20 per cent increase.
 - Boarding houses will not be mandated in the R2 Low Density Residential zone.
 - Student Housing will be a new LEP definition so developers can no longer use boarding houses primarily for student accommodation. Student accommodation will not get a bonus FSR.
 - Removing the 28 January, 2000 date for low rental housing analysis and the onus of proving that the dwelling did not contain low-rental housing is on the applicant. (This has since been completed).
 - Seniors SEPP
 - Application of LEP development standards to prevail over the SEPP development standards.
 - Proposal to remove point-to-point transport (taxis, rideshares etc.) from meeting the location and access to



facilities requirement of the Seniors Housing SEPP.

- Site compatibility certificate (SCC) five-year validity timeframe.
- General
 - Co-living (new age boarding houses) added as a land use term.

In addition, the use of the build-to-rent definition was proposed to be mandated in the B3 Commercial Core Zone. Council's submission strongly objected to this, given that this is residential use, and would undermine the recent work undertaken by Council and the Department of Planning, Industry and Environment (DPIE) to protect employment floorspace in the B4 Mixed Use zone within the Bondi Junction centre. Since this submission has been made, DPIE did implement the build-to-rent use within the B3 Commercial Core Zone. Accordingly, Council has submitted a Planning Proposal to the DPIE for a Gateway determination that seeks to implement the same protections in the B3 Commercial Core Zone as recently applied to the B4 Mixed Use zone in Bondi Junction only.

- A submission was made to the Design and Places Reforms

Package in April 2021. The Design and Place SEPP Explanation of Intended Effect (EIE) provides a solid foundation for the draft Design and Place SEPP to be prepared. The submission provided feedback on a range of issues, including development scales, the creation of principles-based framework, revised and new design guides (Apartment Design Guide, Urban Design Guide, Design Review Guide), and sustainability and resilience. A draft SEPP is likely to be exhibited towards the end of 2021 for further comments.

- A submission was made to the Building Business Back Better Complying Development Reforms in May 2021. The proposed reform package identified an opportunity for the Codes SEPP to be updated to reflect current building requirements better, allowing the industry to easily adapt to new technologies, market trends and business models.

The overall objectives of the proposed amendments were supported in the submission. Specifically, the notion of undertaking planning system reforms to drive the economic recovery of NSW, support the future of work, and encourage innovation and productivity. However, a key

concern was the proposed encroachment of complying development into buildings that are either heritage items or in a heritage conservation area. The submission outlined strong opposition to this and recommended strengthening of heritage protections under the SEPP Exempt and Complying Development Code.

- A submission was made to the Employment Zone Reforms Framework in June 2021. The Reforms seek to deliver a simplified planning framework for development in current Business and Industrial zoned land. The proposed reform seeks to replace the 12 business (B1–B8) and industrial (IN1–IN4) zones with five core employment zones. The key impacts that the proposed changes would have in the Waverley area are the consolidation of the B1 Neighbourhood Centre and B2 Local Centre Zones.

Waverley's submission outlined that this is not supported, as this would undermine the recent strategic work that Council undertook in the preparation of the Our Liveable Places Centres Strategy in 2019-20.



LOCAL STRATEGIC PLANNING STATEMENT

The first Waverley Local Strategic Planning Statement (LSPS) was prepared, which outlines a vision for land-use planning for the next 20 years (to 2036). The LSPS gives effect to the Greater Sydney Region Plan and Eastern City District Plan as prepared by the Greater Sydney Commission. The first LSPS was placed on the NSW ePlanning Portal and became effective on 18 March 2020.

LOCAL HOUSING STRATEGY

Council adopted the Waverley Local Housing Strategy at its meeting in June 2020. The housing vision priorities are listed below:

- Manage housing growth sustainably and in the right locations
- Encourage a range of housing options to support and retain a diverse community
- Increase the amount of affordable rental and social housing
- Improve liveability, sustainability and accessibility through high quality residential design
- Ensure new development is consistent with the desired future character.

The Strategy aligns with the Department of Planning, Industry and Environment's Local Housing Strategy guidelines. The District Plan requires councils to develop 6–10 year (2021–2026) and 11–20 (2027–2036) year housing targets. The Housing Strategy responds to the housing demands in the LGA and targets set by the Greater Sydney Commission for Waverley. Council is awaiting endorsement of the LHS from the Department of Infrastructure, Planning & Environment.

WAVERLEY AFFORDABLE HOUSING CONTRIBUTIONS SCHEME

The Waverley Affordable Housing Contributions Scheme aims to ensure that lower income households continue to live and work locally within the Waverley LGA. The Scheme aims to:

- Support a socially diverse community
- Capture value attributed to individual landowners through uplift granted by the planning system for the public purpose of affordable housing
- Expand Council's existing affordable housing portfolio.

The AHCS has been prepared under the State Environmental Planning Policy No 70 – Affordable Housing. The Affordable Housing Contribution Scheme was adopted by Council in November 2020 and is awaiting endorsement from the Department of Infrastructure, Planning & Environment.

WAVERLEY VOLUNTARY PLANNING AGREEMENT POLICY

The Voluntary Planning Agreement (VPA) Policy is updated regularly to ensure it is operating efficiently, correctly and in line with the most current industry benchmarks. In 2020, the Waverley Planning Agreement Policy 2014 was amended as follows:

- The standardised benchmark rates were updated as applied to development applications in line with current market conditions
- The minimum split of VPA funds to affordable housing from 10% to 25% was updated
- Housekeeping amendments relating to process improvement were incorporated.

Council adopted the Waverley Voluntary Planning Agreement Policy Review in December 2020.

OUR LIVEABLE PLACES CENTRES STRATEGY

Our Liveable Places Centres Strategy provides a shared community vision for the future of our centres, which may result in changes to development controls, and capital works projects to deliver some of the transport, public domain and sustainability upgrades suggested in this Strategy.

The Strategy aims to celebrate the heritage and character of our village centres throughout the LGA, protect and enhance their character, improve transport connections and opportunities for active transport in particular, increase the amount of public space for gathering, and to ensure our centres are safe, lively and attractive places to be. The Strategy proposes:

- To work with Transport for NSW (TfNSW) and neighbouring councils to deliver key transport infrastructure projects to improve accessibility to Bondi Beach via Bondi Road and Curlewis Street
- To work with TfNSW to improve the bus service and capacity along Old South Head Road and Bronte Road
- Prioritise public domain improvements in Bondi Beach, Bondi Road, Curlewis Street, Charing Cross, and Rose Bay North and South centres
- Provide sustainability upgrades and public domain upgrades across all centres
- Council adopted Our Liveable Places Centres Strategy at its meeting on 3 December 2020.

On 16 April 2021, the Waverley LSPS Implementation Planning Proposal was submitted to the Department of Planning, Infrastructure and Environment (DPIE) for Gateway assessment. This Planning Proposal seeks to implement the key plan-based recommendations in the Our Liveable Places Centres Strategy, such as implementing a B2 Local Centre zone to protect the character of the medium-scaled centres better, to expand some centres to more appropriately reflect the existing uses and to implement active street frontages across all centres.

BONDI JUNCTION URBAN DESIGN REVIEW UPDATE

In 2011, the Bondi Junction Urban Design Review was undertaken to outline a framework for redevelopment within Bondi Junction. The Review provided recommendations and principles relating to the built form and public domain. In 2020, an internal update to the Bondi Junction Urban Design Review was undertaken to determine whether additional modifications were required to the LEP and DCP to ensure that the original vision was to be achieved and to review whether the original vision was relevant. Council adopted the Bondi Junction Urban Design Review Update on 1 September 2020.

DRAFT LOCAL CHARACTER STATEMENTS

Council prepared the draft Local Character Statements that describe the look and feel of an area, in

accordance with the Department of Planning, Industry and Environment's Local Character Guidelines. These Statements were exhibited, however there remains uncertainty about the implementation mechanism under the LEP or DCP. The Statements will be finalised in 2022.

HERITAGE ASSESSMENT REVIEW

Council endorsed the draft Heritage Assessment in May 2020 to be placed on public exhibition for 12 weeks. The Assessment aims to:

- Celebrate Waverley's history
- Increase community awareness of the LGA's heritage
- Protect and enhance its character to ensure continuity between past, present and future
- Ensure what is historically significant is preserved for the enjoyment of future generations
- Maintain Waverley as an attractive place to be.

To achieve these outcomes, the draft Heritage Assessment lists individual items and several Heritage Conservation Areas as significant to the heritage of Waverley. When finalised, the Heritage Assessment will be used to inform Council decision making on planning proposals and development applications and make recommendations for the future of Waverley's building and landscapes. It will also inform the comprehensive review of the Local Environmental Plan (LEP) and Development Control Plan (DCP).

HERITAGE ASSESSMENT EXPERT PANEL

Council prepared a Heritage Assessment to demonstrate the value we place on heritage in built environment, landscapes and streetscapes. The Assessment will be used to inform Council decision making related to Development Applications and Planning Proposals, and make recommendations for the future of Waverley's building and landscapes. It will also inform the comprehensive review of the LEP and DCP.

The Heritage Assessment proposes:

- A number of new individually listed items to Schedule 5 of the Waverley Local Environment Plan
- Four new urban conservation areas (Bondi O'Brien Estate, Bondi Basin Inter-War, Bondi Road and Avoca Estate)
- Four amended urban conservation area (Charing Cross, Yanko-Lugar Brae [currently Evans Street], Grafton Street, Palmerston)
- One new landscape conservation area (Dickson Estate)

- One amended landscape conservation area (South Bronte Headland-Calga)
- One heritage significant trees site (Rowland Avenue – Bondi's first tram terminus).

Expressions of interest were sought to recruit members of the community on the Heritage Assessment Expert Panel. More than 20 submissions expressing interest were received from community members. Council endorsed the panel in December 2020.

Outcome Measure	Baseline	Actuals
Increased number of affordable and accessible dwellings	24 affordable rental dwellings owned by Council(2018)	24 affordable rental dwellings owned by Council (2021)
No net loss of services and amenities in Waverley's villages and communities	274 businesses outside Bondi Junction(2018)	Data not available
Increased community satisfaction with Council's planning controls	67% community satisfaction rating(2018)	67% community satisfaction rating (2021)
Increased percentage of buildings approved with best practice environment sustainability measures	<1% (2018)	<1% (2021)
Community satisfaction with protection and conservation of heritage items and places	89% community satisfaction rating(2018)	86% community satisfaction rating (2021)
Increased community satisfaction with liveability and amenity of local neighbourhood	Measured through variables below	
There is urban vitality and a good lifestyle quality in Waverley	83% community agreement rating(2018)	77% community agreement rating (2021)
New commercial buildings are helping to preserve an attractive urban landscape and protect heritage	40% community agreement rating(2018)	36% community agreement rating (2021)
New residential buildings are helping to preserve an attractive urban landscape and protect heritage	94% community agreement rating(2018)	34%^ community agreement rating (2021)

Sources: Waverley Community Survey 2018 and 2021; Waverley Council data



Dover Heights



TRANSPORT, PEDESTRIANS AND PARKING

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. The Transport, Pedestrians and Parking theme in the Waverley Community Strategic Plan 2018–2029 strives to make Waverley a place where people can move around easily and safely and our streetscapes are welcoming and inclusive.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
6.1 Provide a wide range of transport options so people can easily travel within and beyond our local government area	6.1.1 Enable people to walk and cycle easily around the local area
	6.1.2 Improve accessibility to public transport, and ride sharing
	6.1.3 Reduce the need to own and travel by private motor vehicle

Our Goal	Our Strategies
6.2 Build and maintain streetscapes that have a welcoming sense of place	6.2.1 Improve accessibility and convenience with new and upgraded roads and footpaths that balance the needs of pedestrians, bicycles and other users
	6.2.2 Deliver improved access to popular destinations such as Bondi Junction, Bondi Beach and local villages

Our Goal	Our Strategies
6.3 Create safe streets and footpaths with fair access to parking	6.3.1 Build and maintain streets and footpaths that are safe for everybody
	6.3.2 Prioritise residential access to car parking
	6.3.3 Ensure that on-street and off-street parking is fairly and effectively managed

HOW WILL WE MEASURE SUCCESS?

- Increased pedestrian, bicycle and public transport trips
- Increased kilometres of separated cycleways completed
- Improved community satisfaction with public transport
- Stabilise the number of motor vehicles (passenger cars and SUVs) owned per dwelling
- Decline in the average daily distance travelled by private car in Waverley
- Increased satisfaction with pedestrian, bicycle and road network
- Increased satisfaction about the look and feel of streets in Bondi Junction, Bondi Beach and village centres
- Zero fatalities on our roads between 2018 and 2029
- Increased satisfaction from residents regarding equitable access to parking
- Increased satisfaction from community regarding parking management

TERM IN REVIEW

BONDI JUNCTION CYCLEWAY AND STREETSCAPE UPGRADE

Work is underway to implement the Bondi Junction cycleway project. This priority route is being implemented as part of the Sydney cycleway infrastructure. The cycleway will link Bondi Road to York Road via Bronte Road, Spring Street and Denison Street, connecting the cycleway to the city via the existing cycling infrastructure.

Council prepared the cycleway concept design in 2014, followed by extensive community and technical stakeholder consultation. The final concept design was approved by the Traffic Committee in November 2017 and endorsed by Council in December 2017.

The Bondi Junction Cycleway and Streetscape Upgrade works were completed in Oxford Street (from St James Road to Denison Street), Denison Street (from Oxford Street to Spring Street) and Spring Street (from Denison Street to Bronte Road). The cycleway was opened along these streets in mid-June. The next stage of the project on Bronte Road (from Ebley Street to Oxford Street) has commenced construction and is scheduled to be completed November 2021. Works have also commenced on Oxford Street (from Grosvenor Street to Adelaide Street and will continue in 2022).

PICK-UP/DROP-OFF (PUDO) PROJECT

In 2020, Council installed 10 new kerbside pick-up/drop-off (PUDO) bays across Waverley in a trial aimed at increasing pedestrian and motorist safety, access to transport links and shared transportation. The PUDO bays provide access for ride share vehicles, taxis and the general public to pick-up and drop-off passengers safely in high traffic areas such as the Bondi Junction Interchange and Bondi Beach, with two endorsed mobile apps connecting them to the bay locations. This Smart City Transport and Parking initiative is a joint project between Council, Transport for NSW, ride share operators and other stakeholders.

To support the Smart City Transport and Parking initiative, Transport for NSW launched the Waverley Transport Innovation Challenge in February 2020, which called on innovators, entrepreneurs and start-ups to create a Mobility-as-a-Service (MaaS) application. The MaaS concept proposes a seamless travel experience for planning, booking and purchasing transport while reducing the need for individually owned assets such as cars. As a result of the challenge, two MaaS apps were endorsed. Moovit and Wave will help the community plan their journeys around Waverley more efficiently and get to and from the PUDO points conveniently.

The new PUDO bay locations are

available to the community and customers through Google Maps, the Wave and Moovit apps that offer multi-modal trip planning in addition to being linked into the Uber App. A trial of camera based and privacy enabled artificial intelligence monitoring of three PUDO bays was undertaken by TfNSW to understand the usage for such initiatives better. The monitoring of the bays showed strong community uptake. Waverley's first PUDO bay was installed outside the Bondi Junction Interchange in Grafton Street. Other locations include:

- Glenayr Avenue south side between Glasgow Avenue and Beach Road
- Curlewis Street north side between Campbell Parade and Gould Street
- Roscoe Street north side between Gould Street and Gould Lane
- Hall Street north side between Gould Lane and Campbell Parade
- Campbell Parade west side between Lamrock Avenue and Hall Street
- Hall Street north side between O'Brien Street and Gould Street
- Adelaide Street west side between Oxford Street and Grafton Street
- Ebley Street, near the entrance to Eastgate Shopping Centre, Bondi Junction
- Bronte Road west side between Ebley Street and Spring Street (this will be installed following Bondi Junction Cycleway completion).



Bondi Junction Cycleway

CHANGES TO SPEED LIMIT IN WAVERLEY

To achieve vision zero, with zero fatalities and minimal serious injuries, Council is working with Transport for NSW to reduce speed limits from 50km/h to 40km/h across the Waverley Local Government Area. In various community consultations, Waverley residents raised concerns around pedestrian safety and the overwhelming need for cars to travel slower in their neighbourhoods. The project will be completed in stages. Stage 1 stretches from Bondi Road and Syd Einfeld Drive to the southern boundary of the LGA. The project will include:

- Installing Council endorsed, traffic calming treatments (throughout stage 1)
- Removing old, excessive signage
- Transport for NSW will install new 40km signage.

CHARING CROSS STREETSCAPE UPGRADE

To improve amenity and safety Council will upgrade the streetscape in Charing Cross. The project's scope includes:

- Upgrades to pathways and roads
- Undergrounding powerlines
- New street furniture, including seating
- Improved sustainability through rain gardens
- Increased planting and greening
- Heritage interpretation pieces

Charing Cross Streetscape Upgrade community consultation report on the concept design was presented at the June 2021 Council meeting.

SENSORS AT BEACH LOCATIONS

New sensors were installed at beach locations with occupation data sent to the State Government's Park N Pay app for wayfinding.

PEOPLE, MOVEMENT AND PLACES STRATEGY

Waverley's People, Movement and Places Strategy was adopted in December 2017. Signature projects were identified, and project implementation has commenced. A stakeholder group was established with representatives from state authorities such as Road and Maritime Services and Transport for NSW to oversee improvements to the Bondi Junction Interchange

to make it safer, easier and more accessible for pedestrians to use. In June 2018, a grant submission was prepared for Round 2 of the Smart Cities Grant Program to support implementation of smart mobility related projects. The submission was a collaboration between Transport for NSW, University of New South Wales, Randwick City Council and Woollahra Municipal Council and led by Waverley Council. The objective is to leverage current and future technologies to provide better transport outcomes.

PARKING METERS

In February 2020, Council tendered for the replacement of the on-street parking meters and in-ground sensors. The new meters being pay by plate and pay by space, eliminating the need for paper tickets. The project implementation began in March 2020. New meters were installed within existing metered areas throughout the local government area in June 2020. In addition to the installation of 272 meters, more than 800 spaces were repainted and numbered at Bondi Beach, Campbell Parade, Bronte Cutting, Tamarama Beach and Victoria Street Car park. Old inground sensors were removed



and replaced with 848 smaller more reliable sensors. The sensors communicate with the meters and provide real-time occupancy data to precinct signage and parking/wayfinding apps which enable visitors and residents to check parking availability before commencing their journey. Aside from the obvious environmental benefits, the elimination of printers/ticket rolls increases the reliability of the meters and reduces maintenance costs compared to old ticket machines.

SCHOOL SAFETY PROGRAMS

In response to community concerns about pedestrian and vehicle conflict along Arden Street, Council engaged consultants to undertake a safety review of Arden Street between Macpherson Street and the LGA boundary at Varna Street. Community consultation was held in April and May 2019 on the proposed treatments and priorities identified as part of the safety review, 145 community responses were received.

In May 2021, Council completed construction works. Works on Arden Street included:

- Kerb buildouts and upgrade of the signalised pedestrian crossing
- Formalisation of a new school bus zone and existing STA bus zone to current standards
- Extension of west-side Arden Street kerb between the signalised crossing and Varna Street
- Footpath widening for pedestrians.

BRONTE CUTTING TRIAL

The objectives of the Bronte Cutting Pedestrian Link Project are to enhance the unique character of the Bronte coastal walk and to establish a seamless pedestrian connection to the cutting. Pedestrians and traffic shared the road, resulting in conflict and safety issues between cars and people.

Council approved a pilot project in September 2018, involving removal

of 20 car spaces along the eastern side of the car park, to create a pedestrian footpath connection, linking the existing footpath in the Bronte Cutting and the coastal walk at Calga Reserve. Council consulted with the community and other relevant stakeholders from November 2018 to January 2019 to communicate options for the future and seek feedback on the pilot. The consultation reached more than 500 people, with 85% of respondents expressing support for the temporary footpath. The trial will continue until a cost-efficient permanent solution is adopted. The overwhelming success of the trial temporary footpath resulted in the need to review few of the existing weak spots for pedestrians – most notably an almost 500m stretch of Calga Place.

Council consulted with the community in November and December 2020 to communicate the option for a permanent footpath and seek feedback.

To improve pedestrian and vehicle safety and experience, Council finalised plans for the Bronte Cutting Safety Upgrade project in 2021 to extend and install a permanent footpath through Calga Place, Bronte Cutting and up to Macpherson Street.

Construction commenced in June 2021, works include:

- Upgrade existing footpath
- Trial temporary footpath made into a permanent footpath
- Extend footpath to Macpherson Street.

RIDE TO SCHOOL AND WORK DAYS

Ride2School is a nationwide program delivered by the Bicycle Network and designed to encourage students to ride to school. Ride2School days were held on 17 March 2017, 23 March 2018, 22 March 2019, 13 March 2020 and 19 March 2021. Council supplied a bike mechanic at local primary schools for free bike tune ups to prepare students for the event. National Ride2Work day is held annually in October. Council staff organised a breakfast at Oxford Street Mall for people riding to work and sought their comments on improvements to bicycle riding in Waverley. Twenty Council staff participated in Biketober 2018 and 2019. In 2018 staff made 181 trips, cycling 2,205 kilometres and saved approximately 19 kilograms of carbon dioxide emissions.

NOTTS AVENUE SAFETY AND STREETScape UPGRADE

Council consulted the community

in March and April 2019 to understand the use and required improvements for Notts Avenue, 94% of respondents nominated safety as a priority. Other suggestions for improvement included amenity, traffic volumes and speed, road surface and parking, shaded spaces, lighting and wayfinding signage. The community feedback informed the concept design preparation in May 2019.

The streetscape upgrade included:

- 10km/h shared zone including removing existing kerb, gutter, footpaths and new paving installed throughout
- New light poles
- A cantilevered lookout
- A shade structure
- Upgraded balustrade
- Two Cabbage Palm trees at the entrance to Notts Ave
- Low tree coverage throughout (Coastal Banksia)
- Marked car spots (19) including an accessible space and motorbike parking area
- Loading zones (2) remain with new signage.

Early works started in April 2020 and construction was completed early 2021.

PAUL STREET BIKE ROUTE

Identified in the BikePlan 2013, the Paul Street bicycle route will directly connect the Bondi Junction-to Bondi Beach bike route along Old South Head Road with the Bondi Junction-to-Bronte Beach route through Waverley Park. This route is identified as a secondary route from Rose Bay to Waverley Link. The community was

consulted from February to April 2019 on the proposal to formalise the route. Council installed 66 regulatory signs and pedestrian/bike lantern covers at pedestrian crossing signals and path markings. Bicycle warning signs and a new ramp from Paul Street North to the proposed shared path were included to address potential conflict points. Strong community feedback was received supporting the route. Council adopted the proposal in May 2019. Paul Street shared path and bike network upgrade works were completed in June 2021.

CAR PARK ACCESS INFRASTRUCTURE UPGRADE

Council operates three off-street car parks in Bondi Junction – at Eastgate, Hollywood Avenue and the Ron Lander Centre at Waverley Library. Council has endorsed the installation of a hybrid car park access system for its three car parks. The system will contain integrated automatic number plate recognition and ticket system technology. The project also includes the installation of a new computer network. The Tender process is nearing completion and project completion is scheduled for early 2022.

The new access infrastructure upgrade will provide the latest in car park access technology which will significantly improve the customer experience and ensure the efficient and effective operation of Council Car Parks going forward.

Outcome Measure	Baseline	Actuals
Increased pedestrian, bicycle and public transport trips	In 2016, 29% of all trips in Waverley LGA were on foot, 5% were by other modes including bicycle and 17% by public transport	Census 2020 data not available
Increased kilometres of separated cycleways completed	0 kilometres of separated cycleways in 2017	730 metres (2021)
Improved community satisfaction with public transport	65% community satisfaction rating (2018)	76% community satisfaction rating (2021)
Stabilise the number of motor vehicles (passenger cars and SUVs) owned per dwelling	In 2016 there were 1.21 motor vehicles per household in Waverley LGA, totalling 29,358 vehicles	Data not available
Decline in the 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	Census 2020 data not available
Increased satisfaction with pedestrian, bicycle and road network	Measured through variables below	
Waverley's road, pedestrian and road network meet your needs	80% community satisfaction rating (2018)	62% community satisfaction rating (2021)
Waverley is a safe area for pedestrians	65% community satisfaction rating (2018)	65% community satisfaction rating (2021)
Waverley is a safe area for bicycle riders	25% community satisfaction rating(2018)	29% community satisfaction rating (2021)
Provision of bike lanes	43% community satisfaction rating(2018)	59% community satisfaction rating(2021)
Increased satisfaction about the look and feel of streets in Bondi Junction, Bondi Beach and village centres	Measured through variables below	
The look and feel of Bondi Junction meets community expectations	51% community satisfaction rating(2018)	50% community satisfaction rating (2021)
The look and feel of Bondi Beach meets community expectations	73% community satisfaction rating(2018)	75% community satisfaction rating (2021)
The look and feel of village centres meets community expectations	61% community satisfaction rating(2018)	65% community satisfaction rating (2021)
Zero fatalities on our roads between 2018 and 2029	Four fatalities between 2010-2017	Two fatalities between 2017-2020
Increased satisfaction from residents regarding equitable access to parking	48% community satisfaction rating (2018)	14% community satisfaction rating (2021)
Increased satisfaction from community regarding parking management	50% community satisfaction rating (2018)	41% community satisfaction rating (2021)

Sources: Waverley Community Survey 2018 and 2021; Waverley Council data; Census 2016



Notts Avenue Street and Safety Upgrade



BUILDINGS AND INFRASTRUCTURE

From beautiful parks and safer streets, to our public facilities, we are working to improve the local area. To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climatic changes and potential flooding. The Buildings and Infrastructure theme in the Waverley Community Strategic Plan 2018–2029 aims to make Waverley an industry leader in sustainable asset management.



OUR GOALS AND STRATEGIES

Our Goal		Our Strategies	
7.1	Undertake long-term maintenance and renewal of Council assets that meet community expectations and statutory obligations	7.1.1	Implement a sustainable asset management policy and strategy

Our Goal		Our Strategies	
7.2	Construct and upgrade new buildings and infrastructure that meet current and future community needs	7.2.1	Work with the community to deliver long-term building and infrastructure plans

HOW WILL WE MEASURE SUCCESS?

- Improvement against Strategic Asset Management Plan infrastructure targets and infrastructure ratios
- Improved community satisfaction with the quality of buildings and infrastructure

TERM IN REVIEW

BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

On 19 December 2019, the Sydney Eastern City Planning Panel approved the Development Assessment to restore the Bondi Pavilion. The new design will integrate the outdoor and indoor spaces, connecting Bondi Beach to the parklands and Campbell Parade. Works align with Council's Bondi Pavilion Conservation Management Plan (CMP). The CMP recognises the Pavilion as the centrepiece of Bondi Park, community life and point of entry to Bondi Beach from Campbell Parade. Restorations to the heritage-listed building will take around 18 months to complete. The site will continue to be a cultural and community hub for future generations with a major focus on sustainability. The restoration will include:

- New and improved amenities on the northern side of the Pavilion, including a family change room
- Courtyard spaces will be landscaped and updated for multi-purpose use
- Renovated community spaces
- Renovated art gallery and theatre
- A 'Bondi Story Room' as a flexible social history exhibition space
- A community radio studio
- New tourist centre/box office to the north of the entrance foyer
- Renovated commercial spaces for hospitality and other services
- A new Indigenous public artwork

- A larger space for the pottery studio and a second kiln.

In addition to the new Indigenous public art, Council will retain the existing floor mosaics by Warramiri (North East Arnhem Land) artist and Elder, Terry Dhurritjini Yumbulul. This mosaic was created by Terry Yumbulul as a gift from the People of Arnhem Land to the people of Bondi and heralds incredible cultural and spiritual significance in connecting our communities. The work is one of the earliest examples of Indigenous cultural practice and story translated through the mosaic medium. The construction of the building is targeting a 5-Star Green Star rating under the Green Star – Design & As Built v1.1 tool (Green Building Council of Australia) through:

- High-efficiency lighting and internal fixtures
- A rooftop solar photovoltaic array and associated power distribution systems
- Reducing the consumption of potable water with recycled water for non-potable uses and the incorporation of water efficient fixtures and systems
- Sustainable mobility features limiting reliance on private car use and providing low emissions transport infrastructure
- Selection of low-impact materials to reduce resource consumption of the project
- Advanced waste management systems that maximise the amount of waste diverted from landfill.

Construction commenced in June 2019. Restoration and conservation works are progressing at Bondi Pavilion to ensure the building's continued conservation and functional upgrades are completed to service the complex needs of the community.

Demolition works are 90% complete and restoration works have gathered pace. Some key construction milestones have been achieved recently in the main atrium, courtyard, bathrooms, flexible cultural space and ground floor areas. Another project highlight is the continuing progress in delivering environmental and sustainability initiatives under the 5-Star Green Star rating system. Overall, the project is progressing well, and is on track for completion on time.

SEVEN WAYS STREETSCAPE UPGRADE

Seven Ways streetscape upgrade enhanced the amenity and quality of the public domain, plaza, green space and streetscape to support local businesses and residents' social and open space needs. Of the 142 community survey responses received on concept design, more than 90% of participants liked the concept design with the main reasons being: the creation of usable space for the community, the look of the finishes and the design concept, and the creation of more green spaces.

Seven Ways construction was completed in 2020.



Artist's impression of Bondi Pavilion Restoration

79

FLOOD STUDY

Council was successful in securing a grant from the State Floodplain Management program managed by the Office of Environment and Heritage (OEH) to undertake a flood study of the LGA. OEH provided two thirds (\$225,333) of the cost and Council funded one-third (\$112,667) of the total cost (\$338,000). The primary objective of the flood study is to reduce the impact of flooding and flood liability on individual owners and occupiers of flood-prone property, and to reduce private and public losses resulting from floods, using ecologically positive methods wherever possible.

The Waverley Flood Study is the initial stage towards the development of a comprehensive Floodplain Risk Management Plan that will ultimately guide the direction of future floodplain risk management activities across the Waverley LGA. The study is focused on local overland flooding conditions within the urban environment that may occur when the capacity of local creeks, channels and stormwater drainage systems are exceeded in response to intense rainfall. The oceanic interaction along the coastal boundary of the study area was also considered.

There are three tiers of classification visible on the flood study area:

- Type A – when the flooding is a function of flow accumulation and topographic controls. Flood related development controls apply to these properties.
- Type B – when there is a confirmed presence of overland flow path. Traditional flood-related development controls do not apply
- Type C – when the overland flow path is uncertain due to limitations of modelling and data. Traditional flood-related development controls do not apply.

The flood study was placed on public exhibition in July and September 2020. The feedback received informed the finalisation of the study. Council endorsed the flood study at its meeting in April 2021.

WAVERLEY CEMETERY – NEW ASH BURIAL SITES

The Cemetery Services Strategic Business Plan (covering both Waverley and South Head Cemeteries) was endorsed by Council in November 2020 with a focus on improving financial sustainability through increased

revenue and sales opportunities, recognising and celebrating the heritage of both cemeteries through appropriate use of existing buildings and spaces and driving alternative support. A key recommendation of the Plan to increase revenue is the establishment of high-quality memorialisation opportunities in the form of ash interment gardens, niche walls and memorial walls that are able to be repeated and expanded to meet demand over the long term. Using the work completed in the 2018 Waverley Cemetery Land Use Master Plan as a starting point, Council officers have documented a framework of locations throughout Waverley Cemetery which can be used for ash interment sites. The framework identifies a range of products at varying price points, including standard and premium niche walls, standard, premium and family memorial gardens, some of which can be replicated over future years to meet demand and maintain quality and consistency as well as a number limited-release products, with sites located close to more prominent memorials. It also includes the approximate year of implementation for each product and outlines both the capital investment required for the development of new products



Artist's impression of Tamarama Surf Club

and future revenue. At this stage, more than 3,000 future ash interment sites have been identified at Waverley Cemetery, with opportunity to further increase supply through the use of additional space within the cemetery.

STORMWATER LEVY

Council adopted the Stormwater Levy in June 2018 for implementation from 1 July 2019. The levy will help Councils raise income to improve stormwater systems in urban areas. The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. Revenue raised will allow Council to cover the costs of implementing projects in relation to capacity and water quality, works arising from the Catchment Flood Study and the structural renewal of Bondi Promenade and sea walls. The expected annual revenue from the Stormwater Levy is approximately \$530,000.

ROAD, FOOTPATHS AND KERB AND GUTTER (2017-2021)

Council undertook a range of renewal projects across the Local Government area including road resheeting, footpath reconstructions, kerb and gutter replacements. Council completed 93 renewal projects, valued at twenty-five million dollars, as identified as part of its Strategic Asset Management Plan, ensuring that Council meets the service levels set by the community.

Council's Infrastructure Program delivers maintenance and renewal of infrastructure assets including roads, footpaths and kerb and gutters across the LGA. The program maintains the asset conditions at the target levels set by the community.

Council has maintained satisfactory levels of service as identified in the 2020 fair valuation audits where all categories of road infrastructure met the minimum condition 1 and 2 ratios. Council is also meeting its regulatory obligations with expenditure above the required renewal ratio.

SURF CLUB PARTNERSHIP PROJECTS

In August 2018, Council endorsed The Probity Guidelines: Capital Projects Partnerships, a good practice framework for maintaining the probity and integrity of Council in direct negotiations and delivery of Council buildings and infrastructure with external project partners— whether they contribute funding towards the project or not.

In 2019 and 2020, Council entered into partnership agreements with Bronte, North Bondi, Bondi Bathing and Tamarama Surf Life Saving Clubs (SLSCs) to deliver the following projects:

- **North Bondi Surf Life Saving Club (NBSLSC)**

In partnership with North Bondi Surf Life Saving Club (NBSLSC), Council constructed a new Advanced Response Life Saving Facility in one of the tunnels under the Bondi Beach Promenade. The volunteer's Advanced Response Life Saving Facility is needed due to increased patronage at Bondi Beach, the additional storage will improve lifesaving services and

house the Waverley District Rescue Water Craft.

The works included:

- Excavating the currently unused tunnel
- Constructing a larger space for lifesaving facility storage
- Reinstating the promenade.

The section of Bondi Beach promenade above the tunnel was closed and diverted for the duration of the works.

Work started in February 2020 and was completed in October 2020.

• Bronte Surf Life Saving Club (BSLSC) Upgrade

The proposed redevelopment of Bronte SLSC and associated Council facilities includes demolition of the existing structure to make way for a new sustainable building that will meet the needs of contemporary surf life saving and the wider community.

The proposed new building will include:

- Lifeguard facilities with change rooms, first aid, and lifeguard tower (to align with Surf Lifesaving Australia requirements and recommendations)
- Public amenities
- Council staff amenities and storage
- Patrol first aid area
- Administrative offices
- Change rooms and amenities
- Kiosk, gymnasium and function room including a bar with a commercial kitchen
- Training and meeting rooms.

Council engaged the community in May and June 2020 on the proposed concept design for the Bronte Surf Club and Community Facilities upgrade. Based on community feedback, further design work is being undertaken.

• Bondi Surf Club Conservation and Upgrade

Council is working with Bondi Surf Bathing Life Saving Club (Bondi Surf Club) to conserve and upgrade the historically significant Bondi Surf Club building. The project will create a fit for purpose life saving facility and include removing of bulky mock heritage additions and unsightly temporary work sheds that detract from the building's historic value.

The Bondi Surf Club is part of the NSW and national heritage-listed Bondi Beach Cultural Landscape. It is located next to Bondi Pavilion and needs to address accessibility challenges, equal female to male facilities, space for nippers and encourage interaction with the community.

Steering the design, are three Conservation Management Plans (CMP), each of which stated the 'intrusive', non-heritage elements of the Surf Club building need to be removed.

The project will:

- remove intrusive parts of the existing building
- highlight and restore historic elements
- return space to the local community, improve public amenity, open accessibility, restore views, and increase public parkland and native vegetation

- ensure Bondi Surf Club operations, training functions and vital community safety and rescue services are functional and sustainable
- encourage greater community interaction
- improve environmental sustainability
- rectify accessibility issues
- retain existing trees

• Tamarama SLSC Upgrade

Council in partnership with Tamarama Surf Life Saving Club (SLSC) is embarking an upgrade of the iconic surf club building.

The redevelopment will improve amenities to cater to the needs of modern lifesaving, public education and engagement with the community.

The upgrade will provide:

- Improved facilities for female members
- Improved vantage points for beach surveillance during patrols
- Improved environmental sustainability
- Additional storage space for rescue equipment
- Improved areas for education and training activities such as First Aid courses
- Offer broader use by community groups and members of the public
- Addresses acoustic bleed to neighbouring properties

The DA was approved in 2015 by independent Waverley Local Planning Panel. Construction has commenced and is expected to be completed in 2022.



Artist's impression of Seven Ways Streets

SOUTH BRONTE AMENITIES AND COMMUNITY CENTRE UPGRADE

In July 2018, Council engaged the community to understand how the South Bronte Amenities and Community Centre is used, what the community liked and what could be improved. Based on feedback, the architects Panovscott developed three floorplan options for the upgrade, as part of the South Bronte Amenities and Community Centre Upgrade.

In November and December 2018, the community was engaged on the concept designs for the centre and in May and June 2019, the final concept design for the upgrade was completed and placed on

community consultation. Based on this feedback, further minor amendments were undertaken before the development application was submitted. The upgrade received development approval in late 2020 and detailed design commenced.

Due to the amount of work underway and planned works at Bronte, Council decided to defer the construction of the South Bronte Amenities and Community Centre Upgrade until completion of Bronte Surf Club and Community Facilities. In the meantime, a minor renovation was undertaken in mid-2020, which included:

- Levelling and resurfacing floors
- Updating building fittings, fixtures and finishes where required

- Re-painting building
- Renovating seating
- Replacing clock lighting
- Replacing kitchenettes in both community rooms
- Adjusting lane ropes cupboard in community room
- Fixing capping on entry steps.

STRATEGIC PROPERTY FRAMEWORK

In September 2020 Council adopted the Waverley Council Property Strategy (2020-2024). The Property Strategy formalises Council's approach to the strategic management of its property portfolio and aligns Council's organisational objectives with its service delivery objectives and community expectations.

PROGRESS ON PRIORITY ACTIONS FROM THE STRATEGY

Action	Progress
Develop a suite of new property related policies and update existing, to support the delivery of the strategy.	<ul style="list-style-type: none"> Three new policies (Property Acquisitions and Disposals Policy, Commercial Property Policy and Leasing and Licensing on Council Managed Land Policy) were endorsed by Council in September 2020 Community Tenancy Policy was updated and will be presented to Council for endorsement in 2021
Investigate options for a Property Management System (PMS) and establish the system to improve the effectiveness with which Council manages its property portfolio	<ul style="list-style-type: none"> The procurement of a PMS has been included in the scope of the Asset Management System Project, which is currently underway. This is a multi-year project
Carry out a Council Staff Accommodation Review, to investigate agile working opportunities within Council's property portfolio, to provide optimal accommodation to cater for staffing and service levels to meet future needs.	<ul style="list-style-type: none"> The review is underway with a Project Control Group established to oversee the project. The project encompasses both the Council Chambers upgrade project and the Short-Term Accommodation Strategy. Analysis of current best practice and options analysis is in progress and will be presented to Council in 2021
Develop Plans of Management(POM) for all Council-owned and managed Community Land	<ul style="list-style-type: none"> Work is underway on the development of POMs in accordance with the Crown Lands Management Act (2016). A report was presented to Council in 2020 which prioritised an order for the reserves where new POMs are to be developed
Undertake a high-level analysis of Council's property portfolio to develop a list of priority projects requiring further review or Council determination	<ul style="list-style-type: none"> The first report was presented to Councillors at a workshop in July 2020. The report provides a summary overview of the status of all Council's property assets (buildings) and is updated quarterly
Carry out an audit and review of Council's community tenancy property portfolio and services.	<ul style="list-style-type: none"> The report findings and recommendations were presented to Councillors at a workshop in April 2021. The final report along with recommendations in relation to Council's community tenants leasing arrangements will be presented to Council early 2022
Develop an operational management model for both the newly renovated Bondi Pavilion and Boot Factory buildings in time for their reopening.	<ul style="list-style-type: none"> Options analysis of different operational management models and current best practice were completed and appropriate model for each building were identified. The findings and the preferred operating management models for each building were presented to Councillors at a workshop held in June 2021
Carry out condition assessments on all Council building assets as part of Council's Strategic Asset Management Planning cycle.	<ul style="list-style-type: none"> The project commenced in March 2021 and will be completed in 2021. The data will be used to inform the development of SAMP6 and future year maintenance budget estimates
Carry out a holistic review of Council's social and affordable housing property portfolio and program.	<ul style="list-style-type: none"> Review is in progress and two workshops were held with Councillors to gather their input into the review. The final report and findings along with recommendations will be presented to Council early 2022.

Outcome Measure	Baseline	Actuals
Improvement against Strategic Asset Management Plan infrastructure targets and infrastructure ratios	Measured through variables below	
Buildings and Infrastructure renewals ratio	77.08% (2016-17)	268.81% (2020-21)
Infrastructure backlog ratio	1.1% (2016-17)	1.09% (2020-21)
Asset maintenance ratio	98% (2016-17)	104.59% (2020-21)
Improved community satisfaction with the quality of buildings and infrastructure	Measured through variables below	
Maintenance of the road network	78% community satisfaction rating (2018)	72% community satisfaction rating (2021)
Maintenance of footpaths	79% community satisfaction rating (2018)	78% community satisfaction rating (2021)
Cleansing of public toilets	80% community satisfaction rating (2018)	84% community satisfaction rating (2021)
Condition of Council buildings	91% community satisfaction rating (2018)	91% community satisfaction rating (2021)

Sources: Waverley Community Survey 2018 and 2021; Waverley Council Audited Financial Statements 2016-17; 2020-21



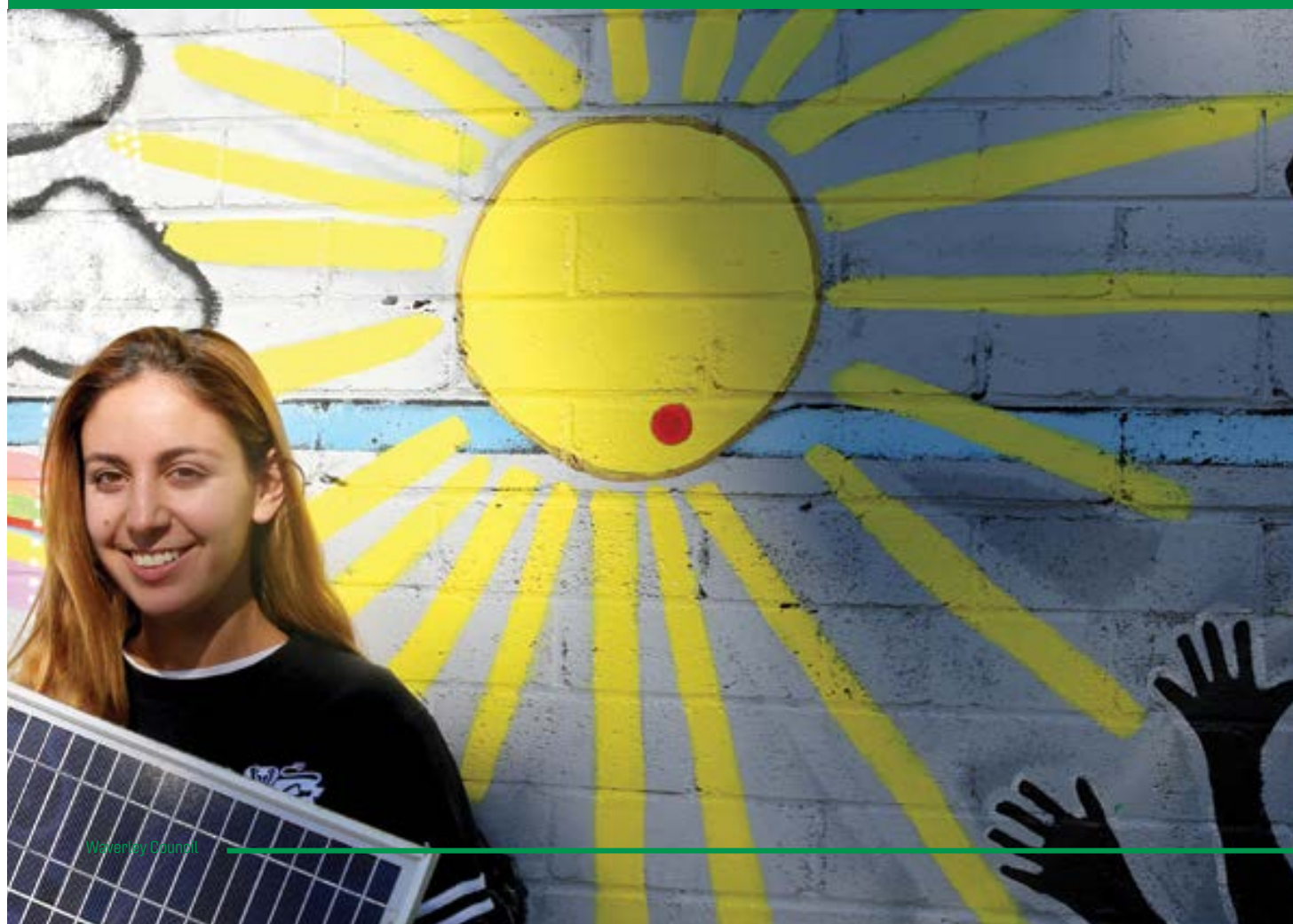
85

Aerial view Notts Avenue Upgrade



SUSTAINABLE ENVIRONMENT

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflect this in Council strategies. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserving energy and water resources. The Sustainable Environment theme in the Waverley Community Strategic Plan 2018–2029, strive to be a resilient and environmentally sustainable environment.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
8.1 Reduce greenhouse gas emissions and prepare for the impacts of climate change	8.1.1 Improve energy efficiency of Council and community buildings and infrastructure
	8.1.2 Increase uptake of renewable energy
	8.1.3 Plan and respond to the impacts of climate change

Our Goal	Our Strategies
8.2 Conserve water and improve water quality	8.2.1 Increase water harvesting through stormwater harvesting schemes and rainwater capture
	8.2.2 Improve water efficiency of new and existing community and Council buildings and infrastructure
	8.2.3 Reduce pollutants entering waterways

Our Goal	Our Strategies
8.3 Protect and increase our local bushland, parks, trees and habitat	8.3.1 Improve the condition and increase the extent of remnant bushland sites
	8.3.2 Develop and implement coastal bushland and habitat improvement plans
	8.3.3 Increase the quantity of trees and plants in public spaces, parks and streets

HOW WILL WE MEASURE SUCCESS?

- Reduction in greenhouse gas emissions by 2029
- Increased use of solar power
- Increased percentage of renewable electricity purchased by Council
- Increased community awareness of climate change impacts
- No increase in water consumption for Council operations by 2029
- No increase in water consumption across local government area by 2029
- Continued 'good' rating of Bondi, Bronte and Tamarama beaches by Beachwatch
- Increased hectares of coastal bushland restored
- Increase in canopy and shrub cover

TERM IN REVIEW

ENVIRONMENTAL ACTION PLAN 2018–2030

In June 2018, Council adopted its fourth Environmental Action Plan (EAP) 2018–2030. The Plan outlines how Council will continue to be a leader in environmental sustainability in the areas of energy and climate, urban ecology, water quality and conservation and waste, and sets ambitious targets in these areas. The target year for the first Environmental Action Plan was 2020 and Waverley has achieved its Council emission reduction, Council water conservation and water quality targets, waste diversion and litter reduction targets and is on track to meet urban ecology targets with a doubling of remnant vegetation in good condition during the reporting period.

Since 2017 Council has embedded environmental sustainability in priority areas, by co-developing tools and resources across teams that improve sustainability in operations and behaviour.

In 2016, Council launched a strategic community sustainability campaign, Second Nature to help inspire and activate local capacity to live and work sustainably. It includes an online platform with practical information and resources to support community efforts, with close to 4,000 members. During COVID-restrictions, Council pivoted community, staff education and capacity-building engagement online, reaching more than 1,000 attendees, with webinars covering; Saving money and energy during lockdown, solar power for apartments, purchasing green

energy, saving water in apartments, gardening and composting, climate impacts on oceans and a range of online Plastic Free July events.

BUILDING FUTURES – SUPPORTING ENERGY SAVINGS IN APARTMENT BLOCKS

In May 2018, the Building Futures program was launched with 10 multi-level apartment buildings in Bondi Junction committing to reduce their energy and water consumption and improve their waste management practices. Fifty local residents attended the launch event.

The program includes detailed building assessments to identify actions the owners' corporation can take to achieve these improvements, matched funding towards retrofit projects, technical advice and support, education, network and training opportunities. In the last three years, the program has successfully worked with more than 30 strata buildings to reduce energy consumption in common areas (meeting or exceeding 20% reduction goal), operating costs, and carbon emissions.

Key results:

2018-19 – Round 1

The owners' corporations of all 10 Bondi Junction buildings delivered energy-saving projects within the 12-month period, including lighting efficiency retrofits and cost-effective carpark carbon monoxide monitoring and ventilation solutions.

Data analysis shows:

- Average 24% energy reductions (a few buildings slashed their energy use by up to 33%)
- 651 tonnes total avoided carbon emissions each year
- Around \$13,000 average bill savings each year for each building
- Paybacks on strata committee investment are as little as six months, and average 2.5 years.

Nine capacity-building and knowledge-sharing workshops were organised for strata stakeholders, including a Saving Energy in Strata workshop, and eight-part building management training series.

2019-20 – Round 2

Of the 10 buildings that participated, nine buildings implemented energy-saving solutions, including lighting retrofits and one solar power system for common area use.

Data analysis shows the 10 sites achieved in total:

- Energy savings of 20.4%
- Electricity saving of 271,657 kWh each year
- Cost savings of \$56,497 (Ex GST) per year
- Greenhouse savings of 242 tonnes of CO2 per year

2020-21 – Round 3

In response to the economic and social challenges presented by the COVID-19 pandemic, the current round of Building Futures targeted aged care and social housing participants.



The program won the Local Government Federation Award for Environmental and Sustainability Leadership and NSW Local Government Award in the same category.

SOLAR MY STRATA PILOT

Council launched the complimentary Solar my Strata pilot program in 2020-21 to help smaller apartment blocks (those with under 40 apartments) address barriers to implementing rooftop solar solutions. Of the eight buildings selected to participate, two buildings committed to install solar power systems for individual use within a short nine-month timeframe: a four-unit block in Bondi and a six-unit block in Bronte. Another two buildings are likely to proceed with solar next financial year.

PUBLIC ELECTRIC VEHICLE CHARGING STATIONS

Waverley Council, Woollahra Municipal Council and Randwick City Councils jointly installed a public on-street electric vehicle (EV) charging network. The eight EV public charging stations locations include:

- Queen Elizabeth Drive, Bondi Beach

- Kiaora Place Shopping Centre, Double Bay
- Coogee Beach – Brooke Street next to Coogee Oval
- Randwick Community Centre, Munda Street, Randwick
- Silver Street Car park, Randwick
- Des Renford Aquatic Centre, Randwick
- Rose Bay, corner of Norwich and Richmond Roads
- Spring Street outside Mill Hill Community Centre Bondi Junction

The project was officially launched on World Environment Day 5 June 2019 with local EV owner and TV personality, Osher Gunsberg. The project was funded by Randwick, Woollahra and Waverley's Tri-Council Environment Program.

The project won the Innovative Leadership and Management category in the 2020 NSW Local Government Awards, and has been profiled in EV Council and State government publications as an example of local government innovation in this space.

This tri-council project helps to address the lack of access to electric vehicle charging infrastructure and support the transition to zero emissions vehicle

transport. Powered by 100% renewable energy, the charge stations provide open source level 2 AC charge, which suits all models of electric vehicles.

Usage of the EV stations has continued to increase since installation. Further EV charging Stations will be added in Waverley in 2021-22 financial year.

WAVERLEY COUNCIL'S GREENHOUSE GAS EMISSIONS

Council achieved a 50% reduction in greenhouse gas emissions in 2019-20 compared to the baseline year. Council generated more than 1,000MW of electricity from 10 rooftop solar PV systems. LED lighting upgrades were completed in July 2019 across Council facilities, including Alexandria Integrated Facility, Waverley Library, Mill Hill Community Centre, Waverley Early Education Centre, Margaret Whitlam Centre, and Customer Service Centre reduced energy consumption at these facilities by an average of 20% compared to the same time in the three previous years. Falling energy use has enabled Council to achieve energy cost savings despite increases in energy costs.

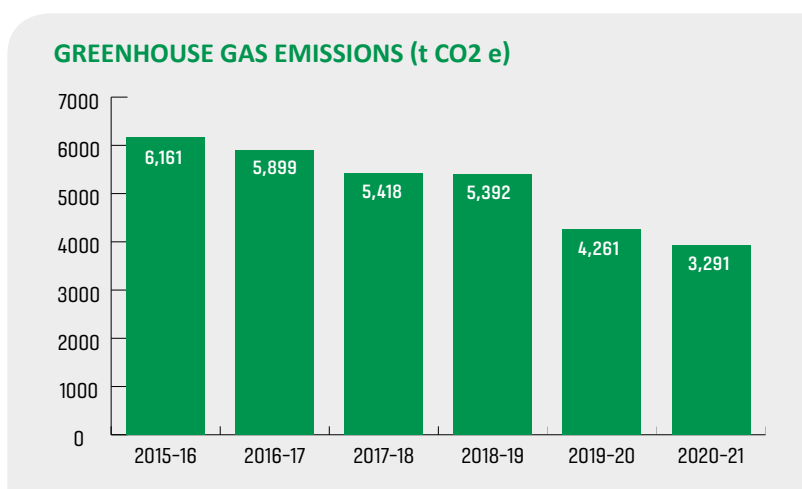
Council joined 17 other NSW councils in signing a renewable energy power purchase agreement, resulting in approximately 30% of Council's electricity being supplied from renewable energy from 1 July 2019. Council will purchase renewable energy from the Moree Solar Farm project until 2030, with the balance supplied as regular grid electricity by Origin Energy for the next three years. Around 440,000 megawatt hours of renewable energy will be supplied to 18 councils over the life of this agreement.

CLIMATE RESILIENCE AND ADAPTATION

In December 2019, Council unanimously declared a State of Climate and Biodiversity Emergency which states with urgent collaborative action it is still possible to help prevent the most serious environmental, social and economic impacts. In 2020, Council signed the Safe Climate Declaration to actively reduce its greenhouse gas emissions and further prepare for the impacts of climate change. Council has since committed to 100% renewable electricity by 2030, including no new gas appliances or fittings, and is currently considering the acceleration of our net zero target to 2030.

Strengthening Council's resilience will involve assessing risks to assets and operations, understanding community, economic and ecological vulnerabilities, and implementing effective Council and community responses. Actions underway to help plan and respond to climate change include:

- Collaborating with neighbouring councils to scope future coastal management needs



- Developing a revised climate change scenario for the LGA
- The development of the Waverley Resilience Framework with key departments to ensure community, urban and natural environments are ready for a changing climate, including prioritising social resilience and community cohesion activities and using the Framework to update Council's climate change risk assessment
- Participating with metropolitan councils in the Resilient Sydney ambassadors' activities such as Neighbour Day and Emergency Preparedness Week and COVID-19 response and recovery discussions
- Assessing residential development controls under future climate change through the Increasing Resilience to Climate Change grant program. This program won the Disruptor Award at the 2021 Greater Sydney Commission Planning Awards for identifying that future climate data files must be incorporated in planning instrument updates
- Winning a Greening the City Innovation Grant of \$320,000 to research, implement and develop cost-effective methods for greening hot urban spaces through the SkyParks project.

SOLAR MY SCHOOL

Part of the three-Council Regional Environment Program (Waverley Council, Randwick City Council and Woollahra Municipal Council), the tri-council Solar my School program was designed to increase uptake of renewable energy in the Eastern Suburbs, reduce carbon community greenhouse gas emissions and meet local environmental targets. The support offered includes solar feasibility and funding advice, through to tender assistance and installation, and education for students. Since its public launch in 2017, the program has seen the following results in the eastern suburbs:

- 90% of schools participating
- Solar installed on 37 schools, approximately 1,900kW of solar. A further five schools pending (270kW) by the end of 2021



91

- Installed 5 of the largest solar power systems outside UNSW
- Installed 8% of total solar installed in the region
- 10 Waverley schools and one childcare centre installed solar including Bondi Beach Public (70kW), Waverley Public, Bronte Public, Bondi Public, Clovelly Public, Moriah College, St Catherines School, St Clares College, Galilee Primary, Waverley College, Bronte Family Day Care.

Since 2019, the replicable and scalable program was expanded to 13 other Council areas in Sydney and regional NSW, supporting over 160 schools via a licensed and direct delivery approach.

The program has leveraged over \$3 million in solar power investments, and secured over \$1.1 million in external grants to help schools get solar projects installed.

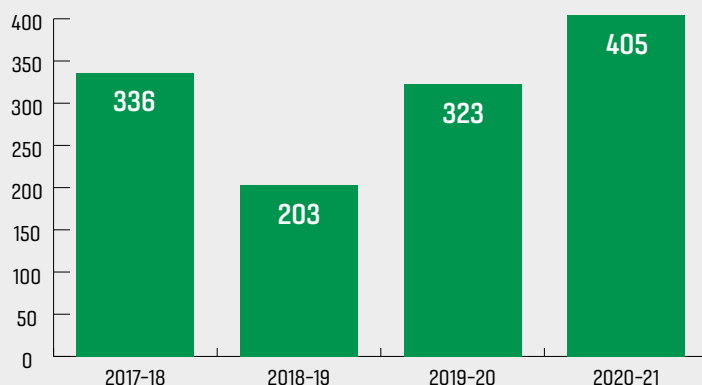
The program has won numerous awards and received local, state, national and global recognition:

- Winner in Public Service Design – Good Design Awards (2020)
- Winner of national Environmental Leadership and Sustainability Award – LG Professionals Association (2019)
- Winner of Public Sector
- Leadership Award – NSW Green Globe Awards (2019)
- Winner of Renewable Energy Award – Keep Australia Beautiful Sustainable Cities (2019)
- Winner of Climate Change Action Award in Excellence in Environment Awards – Local overnment NSW (2019)

INCREASING TREE CANOPY COVER

Council supports the five million tree program and plants new trees very year. This year, 405 trees were planted. In 2020-21, 405 trees were planted, 323 in 2019-20, 203 in 2017-18 and 336 in 2017-18.

TREES PLANTED





Bondi Beach Public School - Solar my School

SOLAR MY CLUB

Based on the successful Solar my School program, Waverley, Randwick and Woollahra Councils launched the Solar my Club program in 2020 to support community organisations, religious

Currently, there are 26 organisations participating across the eastern suburbs.

Waverley organisations include organisations and clubs reap the benefits of renewable energy.

North Bondi SLSC, Nefesh Synagogue and North Bondi RSL.

LIVING CONNECTIONS PROGRAM

The Living Connections program links habitat corridors to enable bird species such as the Superb Fairywren and New Holland honeyeater to move freely and have access to shelter and food. Habitat mapping conducted by Council identified potential to link the coastal habitat corridor at Bronte and Tamarama with fragmented habitat pockets dotted up towards Waverley and Centennial Park. Council piloted the program in Bronte and Tamarama with seven households.

Since 2018 more than 190

residents applied to participate, with 140 houses visited receiving a free garden visit and native seedlings with more than 3,000 seedlings planted to date, and residents undertaking before and after reports on birds spotted in their garden. Five biodiversity related workshops were held with 150 people participating, to increase awareness about local biodiversity and how to help create native havens. Council is planting native species on Council land near the habitat corridor. Living Connections received a commendation in the 2020 Greater Sydney Commission Planning awards. This program is assisted by NSW Government Environmental Trust Program.

BIODIVERSITY ACTION PLANS – REMNANT SITES

Council's Biodiversity Action Plans: Remnant Sites 2015-2020 is being implemented with bush regeneration works at Waverley Cemetery boardwalk, Calga Reserve, Raleigh, Rodney and Weonga Reserves, Hugh Bamford Reserve, Loombah Road Cliffs, Caffyn Reserve, Eastern Reserve, Diamond Bay, York Road and clifftop remnant vegetation along the coastline from Vacluse to Bronte. The Biodiversity Action

Plans: Remnant Sites 2021-2030 is currently in preparation.

Council has been receiving annual grant funding of \$5,000 from the Office of Environment and Heritage Saving Our Species program to protect the population of the endangered plant species *Acacia terminalis* subsp. *Eastern Sydney* (Sunshine Wattle) at Loombah Road Cliffs - the only population of this plant species remaining in the Waverley LGA. Bush regeneration works are continuing at Loombah Road Cliffs to protect and facilitate the growth of this species. In March 2020, there were 16 individual *Acacia terminalis* subsp. *Eastern Sydney* plants or seedlings germinated from the seedbank in this location, compared to only two plants in 2012. Some of these recently regenerated plants have now reached maturity and will be able to replenish the soil seed bank and contribute to future generations of this species at this site.

BUSHLAND REMNANT CONDITION AND FLORA SURVEY 2020

Council undertook a Bushland Remnant Condition and Flora Survey in February 2020 to assess the health of remnant bushland. This is the third Bushland Remnant

Condition and Flora Survey undertaken in the LGA, previous surveys being undertaken in 2010 and 2015.

Highlights of the Bushland Remnant Condition and Flora Survey 2020 include:

- The area of good condition remnant vegetation recorded in 2020 doubled compared to the 2015 survey. The significant gains in the area of good condition were:
 - 1,500m² at York Road Bushland, Queens Park
 - (Centennial Parklands land with the assistance from Council)
 - 625m² at York Road verge, Queens Park (Council managed land).
 - 629m² at Hugh Bamford Reserve, Dover Heights (Council managed land).
- In addition to this increase of remnant vegetation in good condition:
 - There was a 10% increase in the average number of indigenous plant species per patch of remnant vegetation in 2020 compared with 2015.
 - 26 patches of remnant vegetation expanded via natural processes, including natural regeneration from the soil seedbank as a result of bush regeneration.
 - 15 native plant communities are present in the LGA, compared to 2015.
 - 4 new species were recorded in 2020 that were not previously recorded in the Council area and 4 species which were not recorded in 2015, but which were recorded between 1995 and 2010 have reappeared

- 4 species once thought rare in the LGA are no longer rare
- 63 plant species are locally rare species, representing 54% of the 117 indigenous plant species.

These increases in vegetation area and condition are strong evidence that the implementation of the Biodiversity Action Plans: Remnant Sites 2015–2020, has been successful.

BRONTE GULLY ECOLOGICAL RESTORATION ACTION PLAN 2015-2045 (ERAP)

The ongoing ecological restoration of Bronte Gully is increasing biodiversity and habitat availability for native fauna and aims to attract more species into the area. This 30-year project is increasing the coverage of healthy native vegetation to the Gully and is providing high quality passive recreation and educational opportunities for the local community and those visiting the area.

Plants in Zone 4, on the northern slope are reproducing and providing resources for native birds and animals. This section of the slope is flourishing with around 20 native plant species. Previously, this area was under a monoculture of the weed, Giant Reed (*Arundo donax*). Zone 7c and the eastern half of Zone 3 were planted in 2019 and 2020, along with the western half of Zone 8a.

In 2021, erosion controls were installed in Zone 9b and the eastern half of Zone 8b. These zones will be planted in 2022. In 2021, exotic and weedy coral trees and vines were removed from

Zone 5, in preparation for erosion control works in 2022 and planting in 2023.

National Tree Day events were held in Bronte Gully in 2018 and 2019 and in Varna Park in 2022. Two volunteer Bushcare groups in the Gully enhance the regular work of professional bush regeneration contractors.

WATER SAVING INITIATIVES

Water Quality

In 2018-19, 83.88 tonnes of pollutants were removed from gross pollutants traps in Waverley. In 2019-20, Council's gross pollutant traps captured approximately 88.86 tonnes of litter, sediment and other stormwater pollutants from streets. An upgrade of the North Bondi GPT is now underway.

Stormwater harvesting at Bondi, Tamarama and Bronte, removed more than 200 kilograms of nitrogen, minimising pollution at our beaches. Pollution from major sewer overflows in the South Bondi catchment can be captured in stormwater harvesting tanks.

Raingardens in Bondi Junction help to protect water quality at Centennial Park by removing an estimated 10 kilograms of nitrogen. Following damage from a trade waste disposal, the raingarden on Gray Street was remediated. Filter media and plants were re-established in the garden which is thriving, removing stormwater pollutants and providing much-needed greenspace in Bondi Junction.

In June 2020, Sydney Water released the Review of Environmental Factors (REF) for

94

the Vaucluse Diamond Bay Refresh project. The review proposes to connect the sewer that currently releases untreated effluent at Eastern Reserve, Diamond Bay and Vaucluse to the Bondi Waste Water Treatment Plant. Council and the community provided input into the design options and development.

Council supported Sydney Water communications to implement water-saving initiatives and restrictions via social media and internal processes.

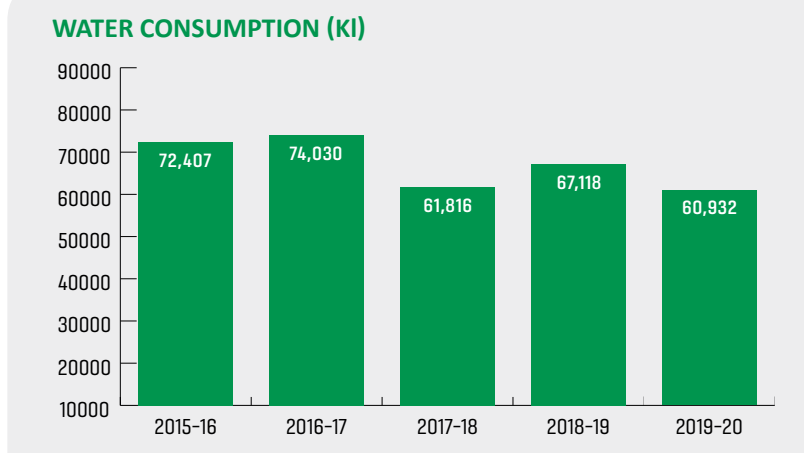
Water Conservation

Council's water conservation target is to achieve no increase in potable (mains) water use (based on 2005-06 levels), which is challenging given projected temperature increases, population growth and parks and greenspace maintenance requirements.

Smart irrigation controllers were installed in all parks using automatic watering systems to ensure Council continues to optimise and minimise water consumption. These cloud based controllers save drinking water using predictive watering, which adjusts watering time and volume based on both forecast and actual rainfall. An advance digital leak detection system is also in place to ensure rapid response and rectification to leaks and issues, across Council assets and facilities.

Council also installed water-saving signage for the community and visitors in the amenities and beach showers at Bronte, Tamarama and Bondi.

In 2016-17 the capacity of the Waverley Park Water Harvesting scheme was doubled and has



assisted local water security and helped maintain greenspace during the extended drought by reducing reliance on drinking water for irrigation and other uses. The project won the NSW Water Award at the LGNSW Excellence in the Environment Awards 2019.

Last year Council achieved its water conservation target, with water use declining by nine per cent, despite increased water demand at Bondi Pavilion and Tamarama and some parks during an extremely hot summer.

To offset mains water consumption, Council maintains an extensive recycled water network that harvests, treats and supplies water for non-potable purposes. Last year recycled water use was 70 megalitres. Notwithstanding a 25% decrease on the previous year due to reduced demand at beach amenities during COVID-19 restrictions, the recycled water system delivered a cost saving of \$91,000 for the year*.

GROW IT LOCAL

As part of the Tri-Council Regional Environment program, Council is a founding member of the Grow

it Local initiative, aimed at encouraging urban farming and local food growing.

Growers/members can register their patch (be it balcony garden, vegie patch or backyard plot) online and get access to free seeds, peer-to-peer sharing opportunities, festival events, learning and mentoring sessions, online expert webinars plus more.

There are 317 members and 125 patches registered in Waverley LGA in two years, with an estimated 3459m² land cultivated for food.

Local gardening celebrity Costa Georgiadis is an ambassador and enthusiastic contributor to the program.

*Cost of potable water equivalent minus scheduled recycled water system maintenance costs.

Outcome Measure	Baseline	Actuals
Reduction in Greenhouse gas emissions by 2029	478,752 tonnes CO2 emissions across Waverley LGA (2005-06) 7,612 tonnes CO2 emissions across Council sites	562,910* tonnes for 2018-19. Latest data not available for LGA. 3921 tonnes CO2 emissions across Council sites (2020-21)
Increased use of solar power	Local renewable energy capacity of 2570 KW (2017-18)	Local renewable energy capacity of 8135kW of solar capacity (2021)
Increased percentage of renewable electricity purchased by Council	20% Greenpower purchased at Council's top six electricity using sites (2017-18)	30% renewable energy purchased for all sites in 2021
Increased community awareness of climate change impacts	52% of community is aware of climate change impact (2018)	57% of community is aware of climate change impact (2021)
No increase in water consumption for Council operations by 2029	61,786 kilolitres (2016-17)	60,579 kilolitres (2019-20)
No increase in water consumption across LGA by 2029	6,208,915 kilolitres (2016/17)	6,579,702 kilolitres (2019/20)
Continued good rating of Bondi, Bronte and Tamarama beaches by Beachwatch	Good rating for Bondi, Bronte and Tamarama beaches (2016-17)	Good Ratings for all beaches for 2019-20
Increased hectares of coastal bushland restored	59,921 m2. 4% in good condition (2009)	9% in good condition (2020)
Increase in canopy and shrub cover	23.9% (2016)	Data not available

Sources: Waverley Community Survey 2018 and 2021, Kenesis / Resilient Sydney Platform, AusGrid, Sydney Water, Beachwatch and Daniel Hirschfeld



SUSTAINABLE WASTE

Reducing and managing waste is a priority for us. From households, businesses and public spaces, we recognise that any waste sent to landfill (as well as the way it gets to landfill) has long-term environmental impacts. We aim to be at the forefront of waste management to reduce these risks for our community. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley. The Sustainable Waste Management theme in the Waverley Community Strategic Plan 2018–2029 aims to progress Waverley to be a zero waste community.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
9.1 Reduce the amount of waste generated	9.1.1 Engage with residents, visitors and businesses to promote sustainable consumption and waste avoidance
	9.1.2 Lead advocacy campaigns, policy development and research into systems to reduce waste
Our Goal	Our Strategies
9.2 Facilitate best practise in waste management to increase recycling and recovery	9.2.1 Deliver engagement programs and services to increase waste diversion from landfill
	9.2.2 Provide efficient collection of Waverley's waste and recycling to minimise waste to landfill
	9.2.3 Incorporate the most advanced waste management and treatment technologies to maximise diversion from landfill
Our Goal	Our Strategies
9.3 Keep our streets, beaches and parks clean and free of litter, rubbish and pollution	9.3.1 Undertake programs and services to reduce litter and create clean and attractive public spaces

HOW WILL WE MEASURE SUCCESS?

- No net increase on levels of waste generation
- Increased recovery of residential and commercial waste
- Reduced litter and Illegal dumping across Waverley
- Improved community satisfaction with cleaning services

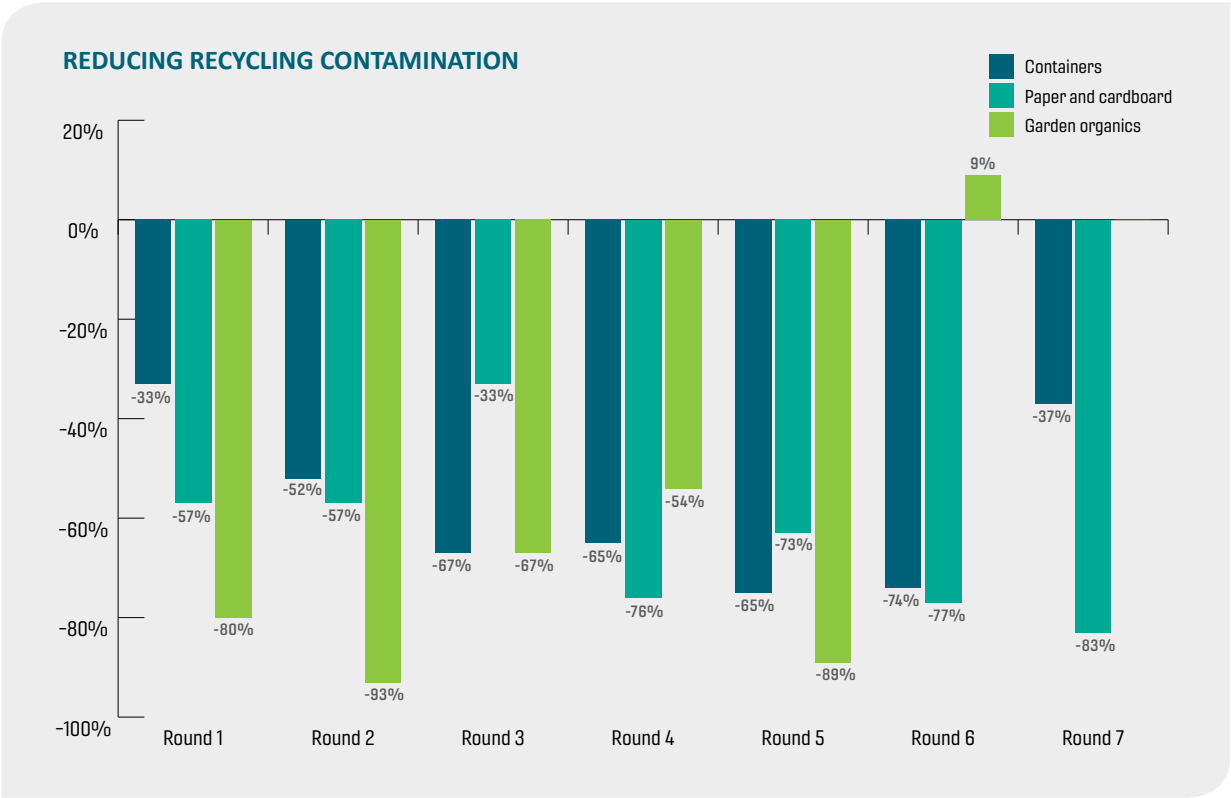
TERM IN REVIEW

RECYCLING IMPROVEMENT PROGRAM

The Recycling Improvement Program targeting apartment buildings with waste infrastructure, education, and support has more than halved contamination rates, leading to better recycling outcomes. Since its inception in 2018, the program has been delivered to more than 120 buildings, reaching 4,900 households. For each building, bin room signage, posters, stickers, separate containers and 890 sets of reusable recycling bags to store recyclables were delivered.

Various engagement opportunities were provided for our building stakeholders, including two forums: one about how to combat bad behaviour and the other was a training session for building managers on effective waste management. Council also continued to invite members to its strata managers working group (representing more than 200 buildings) and produced a waste strata by-law to support effective waste management, which was distributed to over 46 strata plans. The program has won three awards, including a national industry award in recognition for its effectiveness in reducing contamination.

In 2020-21 the program resulted in a 74% reduction in contamination in the container recycling bin (yellow lid bin) and 70% reduction in the paper and cardboard recycling bin (blue lid bin). The Sustainable Apartments Newsletter was created to provide targeted messaging around sustainability initiatives, including waste, recycling, and circular economy messages, to apartment building stakeholders. The first newsletter was sent to more than 400 people in March 2021.





Waste Collection Truck

WASTE COLLECTION AND TREATMENT

Residential and public bin waste collected by Council continues to be processed through a waste treatment system. Council is continuing to work with waste processing contractors and the NSW Environment Protection Authority (EPA) to ensure landfill diversion is maximised under the current NSW regulations. A Waste Management System related tender to optimise kerbside collection is in development.

In October 2018, waste to landfill diversion rates were affected when the NSW Environment Protection Authority (EPA) announced a regulatory change that suspended the practice of applying processed mixed waste organic output (MWO) material to land for mine site rehabilitation until further controls can be considered. Waste collected from Waverley has continued to be processed and organics output material was stockpiled.

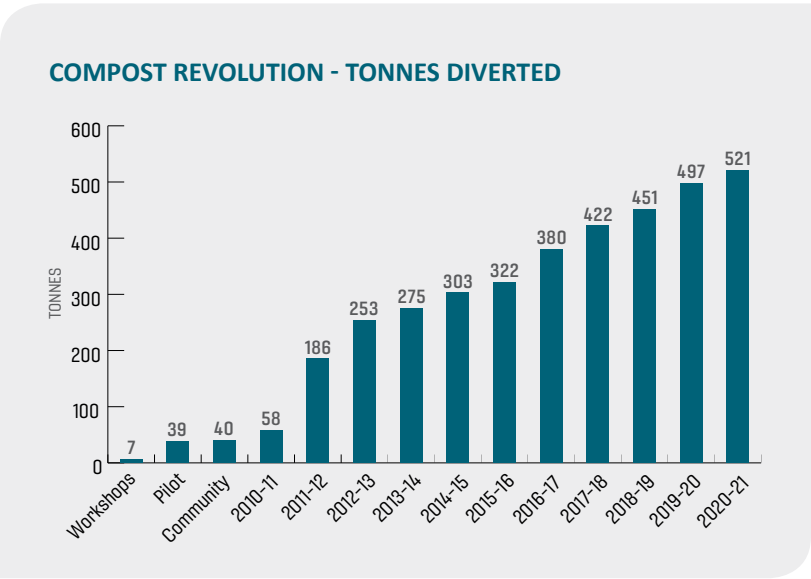
Council’s waste processing contractor, Veolia Environmental Services (Australia) Pty Ltd is developing opportunities to improve landfill diversion performance. Veolia is proceeding with a five-year pilot to use organic output material from waste

processing for the rehabilitation of a tailings dam at a mine site. In addition to the expected improvement in landfill diversion and other environmental outcomes, this trial will benefit Council financially in the long-term as organic output material used for the tailings dam rehabilitation will be exempt from the NSW waste levy.

COMPOST REVOLUTION CELEBRATED ITS 10TH BIRTHDAY

Compost Revolution, a program started by Waverley, Woollahra and Randwick Councils to help locals learn how to compost and

reduce food waste, turned 10 in 2020. Compost Revolution has grown to become Australia’s largest community of composters and worm farmers with more than 61,000 households joining in the revolution from a pilot program offering workshops to residents in the eastern suburbs. More than 14,000 eastern suburbs residents have joined the program. Worm farming and composting reduces the amount of waste sent to landfill. It also reduces greenhouse gas emissions from transport. Since 2010, Waverley residents have diverted 3,708 tonnes from landfill saving 7,044 tonnes of GHGs.





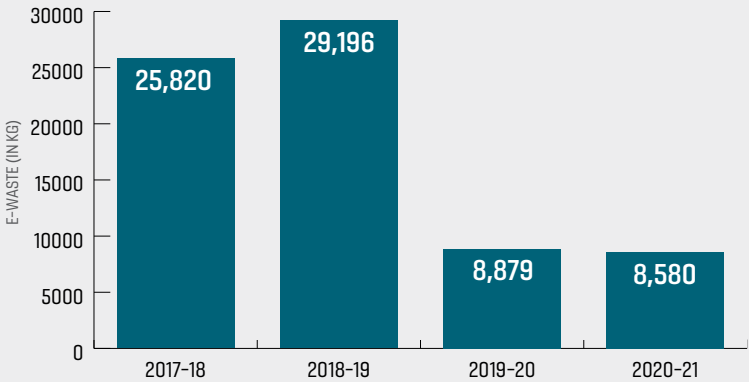
Volunteers at the microplastics training day at Bondi Beach

DIVERTING PROBLEM WASTE FROM LANDFILL

Council provides problem waste recycling stations located at the Library and Customer Service Centre for the collection and recycling of batteries, mobile phones, and printer cartridges. Two additional problem waste stations are located at Rose Bay Secondary School and Waverley College, as a trial with the school communities.

From 2017 to 2020, Council offered electronic waste drop off events and in 2021 moved to include a broader list of materials accepted at the Problem Waste Drop Off Events. Since 2017, 75.5 tonnes of large e-waste have been diverted through seven events delivered between July 2017 and June 2021 attracting 2,234 people.

LARGE E-WASTE DIVERTED FROM LANDFILL



The chart above shows the total amount of e-waste collected at the E-waste days from 2017-2020 and the Problem Waste Drop Off Events in 2021. Due to the decreasing size/volume of electronic waste and growing complexity of recycling other materials, Council changed the model of the recycling events in 2020 to offer additional waste streams. The significant drop in 2019-20 is in part due to the decreasing size of materials and from the COVID-19 pandemic. In 2019-20, only one event was held and there was a 14-month gap between the events, which is likely to have contributed to the lower attendance for the 2021 events.

In 2020, the new events called Problem Waste Drop Off Events included bulky cardboard, textiles, polystyrene, globes, fluorescent tubes, household batteries, medical scans (x-rays and CT scans), mobile phones and accessories. These events were offered four times per year and were promoted through social media posts, truck art, local print media, and digital signage.

The problem waste stations were expanded in 2020 to accept additional items, including light globes, fluorescent tubes, and oral care products and promoted to increase uptake within the community.

Council also offers safe collection and disposal of sharps at six chemists. In 2020-21, Council collected 300kgs of sharps.

TEXTILE COLLECTION AND RECOVERY IN APARTMENT BUILDINGS

Since 2019, Council has been trialling the collection of clothing and textiles at nine apartment buildings. The trial has resulted in the collection of 12.5 tonnes of clothing that would likely have been sent to landfill. Items collected are sorted with good condition items reused in Australia and overseas markets. Worn out or damaged textiles are reprocessed into rags.

RETURN AND EARN

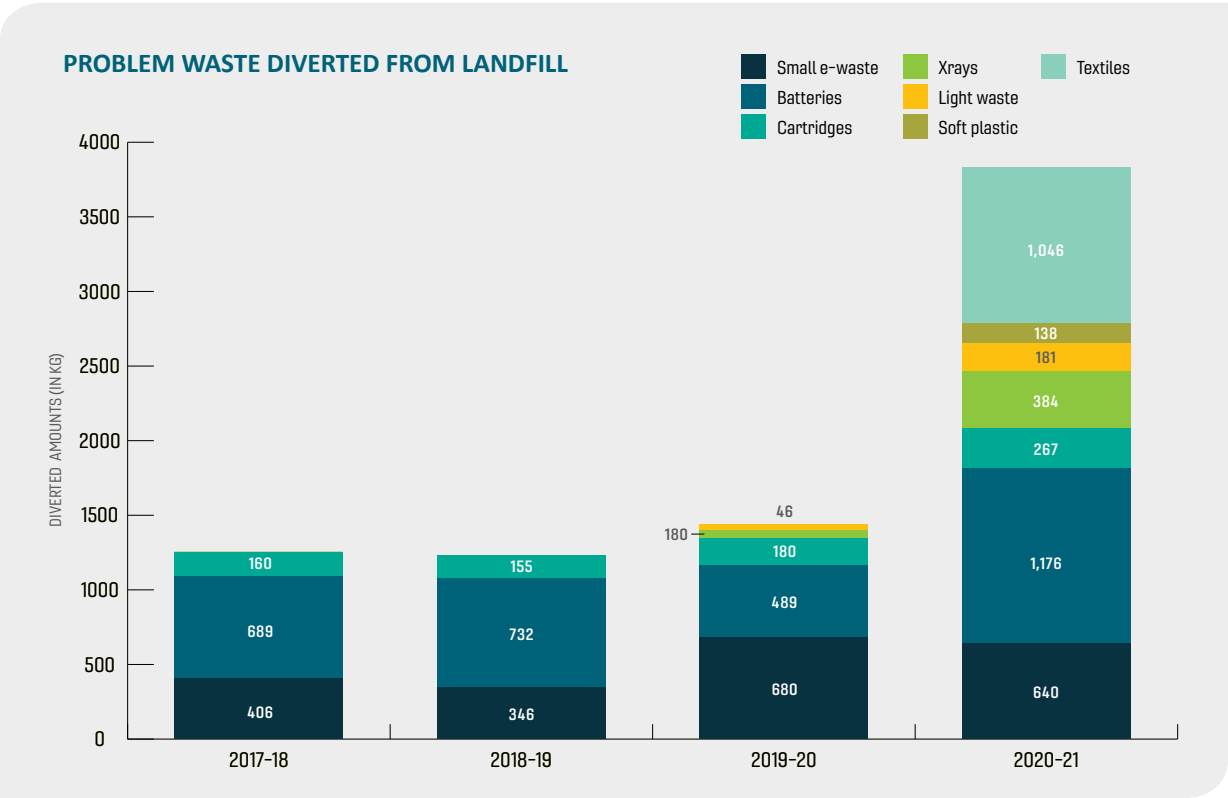
Return and Earn is part of the NSW Government’s goal of reducing litter volume in NSW by 40 per cent by 2020. In June 2018, a Reverse Vending Machine (RVM)

was installed behind the Bondi Pavilion. Consumers receive a 10-cent refund for every eligible container deposited. The one-millionth container was deposited in December 2018.

Early removal of the Bondi Beach RVM took place in 2020 to accommodate the operation of the COVID-19 screening clinic, located at Park Drive North, Bondi Beach.

Between 2018 and 2020, the RVM at the Bondi Beach location saw more than five million containers returned for recycling.

Alternative RVMs are located at Westfield in Bondi Junction and posted on the Return and Earn website. Council continues to work with the state government to identify viable options for drop off locations within Waverley.



RECYCLED ROADS

In 2019, Council completed its first roads made from recycled soft plastics, glass bottles and printer toner as part of Council's circular economy roadmap to reduce waste sent to landfill.

Council has re-sheeted sections of Blair Street, North Bondi, Henrietta and St Thomas Streets, Bronte with Reconophalt, an innovative asphalt product composed of materials that would otherwise likely end up in landfill, stockpiled, or as a pollutant in the local environment.

Each tonne of Reconophalt contains around 800 soft plastic bag and packaging equivalents, 252 glass bottle equivalents, toner from 18 used printer cartridges and 300kgs of reclaimed asphalt pavement.

ILLEGAL DUMPING PREVENTION PROGRAMS

Council works in partnership with the Sydney Regional Illegal Dumping Squad (RID Squad) to patrol, educate, and enforce illegal dumping across the LGA. Since 2017 there have been 751 regulatory actions by the RID Squad in Waverley.

Operations to enforce against illegal dumping in front of charity shops resulted in 204 penalty notices and \$58,200 in fines.

Reports received from the members of the community via ridonline.epa.nsw.gov.au have contributed to enforcement in Waverley. A 2020 soil dumping incident reported by a resident led to Council and the RID Squad issuing \$15,500 in fines to three individuals.

The 2018-19 Get Rid of it Right campaign showcased how our residents value and contribute to clean and inviting neighbourhoods. A verge garden installed on Warners Avenue and Niblick Street resulted in a reduction in dumping outside the Wayside Opposite Shop, and overall, the program reduced dumping incidents by an average of 48% across five focus streets.

In 2019, a strata by-law was created for waste management in the common space on properties and offered at no cost to strata communities in Waverley.

LITTER REDUCTION PROGRAMS

Annual litter audits were conducted at Bondi, Bronte and Tamarama beaches. There has been a trend of litter reduction over the past 12-years at Bondi Beach. The average litter count on the beach per 48 square metres reduced to seven in 2020 from 16 in 2009. The most littered beach was Bondi, followed by Bronte and

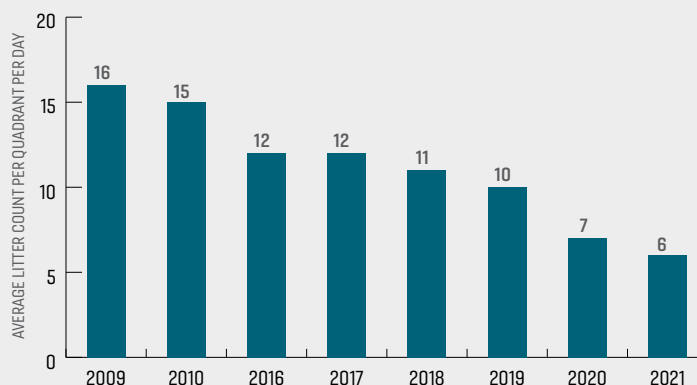
then Tamarama. Beach walls had the highest accumulation of litter, the centre second and the foreshore was the least littered area of all beaches.

Each summer, Council implements a litter prevention program that involves community engagement, infrastructure improvement and enforcement activities.

In 2018, the Plastic Free Bondi campaign reduced single-use plastic litter in Bondi. It involved reaching 50% of businesses, and creating an online platform for obtaining resources and educational material to assist business with their plastic free journey. The campaign resulted in a 50% reduction in takeaway packaging litter on Bondi Beach.

In 2020, the Being Litter Smart in Bondi program engaged 69 Bondi Beach businesses to improve waste bin presentation, resulting in an 83% reduction of packaging litter by volume. The program received a Keep Australia Beautiful NSW award.

AVERAGE LITTER COUNTS BOND BEACH IN SUMMER





Microplastics sampling at Bondi Beach

In 2020, Council's internal events guidelines were adopted and now include a ban on single-use plastics for internal events, meetings, workshops and training. Additionally, Council began sampling for microplastics and provided training to 25 community members through a citizen science program called Ausmap.

Although plastics remain the most littered item on our beaches, cigarette butts are one of the most frequently littered items and a key concern for Council. Since 2017, Council has installed 80 butt bins to assist the community to bin their butts. The butts collected are recycled in partnership through Terracycle.

COMMUNITY WASTE EDUCATION PROGRAMMING

Council delivered public events such as Summerama and Keep Bondi Beautiful to talk about waste avoidance. Garage Sale Trail held in November each year promoted resale and buying second hand products. Plastic Free July prompted residents and businesses to rethink and refuse single-use plastics during Plastic Free July every year. Council also offered a wide range of in-person and online workshops on topics ranging from reusable nappies, repairing electronics, mending clothes, getting started going plastic free and more.

The Binwise Education Program to promote waste avoidance and source separation of waste was delivered to seven schools and 1,120 primary and 40 early education students in 2020 and 480 primary students to date in 2021.

COLLABORATION FOR IMPACT

Council's Collaborating for Impact (C4I) Program won the Community Partnership and Collaboration category in 2020 LG Pro NSW Local Government Excellence Awards for NSW. This program was delivered in partnership with 10 local environmental groups. More than 30 individuals mobilised community action on waste avoidance, litter prevention and reducing single-use plastics. C4I initiatives reached more than 3,500 people.

Outcome Measure	Baseline	Actuals
No net increase on levels of waste generation	26,876 tonnes per annum (2016-17)	24,931 tonnes per annum (2020-21)
Increased recovery of residential and commercial waste	36% resource recovery of residential and commercial waste (2016-17)	57% resource recovery of residential and commercial waste (2020-21)
Reduced litter and Illegal dumping across Waverley	Average litter count per quadrant per day during Summer at Bondi Beach is 11.1 (2017-18)	Average litter count per quadrant per day during Summer at Bondi Beach is 6 (2020-21)
Improved community satisfaction with cleaning services	Measured through variables below	
Green waste services for your property	85% community satisfaction rating (2018)	85% community satisfaction rating (2021)
Kerb, gutter and street cleaning	77% community satisfaction rating (2018)	84% community satisfaction rating (2021)
Removal of dumped rubbish from roadside areas	72% community satisfaction rating (2018)	80% community satisfaction rating (2021)
Garbage collection services for your property	98% community satisfaction rating (2018)	93% community satisfaction rating
Recycling services for your property	93% community satisfaction rating (2018)	89% community satisfaction rating (2021)
On-call household waste collection	94% community satisfaction rating (2018)	93% community satisfaction rating (2021)

Sources: Waverley Community Survey 2018 and 2021; Waverley Council waste data; Litter Audits 2017-18; 2020-21

*Residential waste





CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement theme in the Waverley Community Strategic Plan 2018–2029 aspires to make Waverley an ethical Council that delivers efficient service to the community, form 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.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
10.1 Engage the local community in shaping the future of Waverley	10.1.1 Provide opportunities for the community to contribute to decision making

Our Goal	Our Strategies
10.2 Build the community's confidence in the integrity and capability of Waverley Council	10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making
	10.2.2 Deliver long-term financial and economic programs that improve financial sustainability
	10.2.3 Strengthen capabilities and resources to deliver Waverley Community Strategic Plan 2018–2029 outcomes

Our Goal	Our Strategies
10.3 Build an organisation that places customers and the community at the heart of service delivery	10.3.1 Engage and partner with the community to provide services that meet its needs and expectations
	10.3.2 Use technology to streamline and enhance customer interactions with Council
	10.3.3 Deliver efficient and effective services to increase value for money

HOW WILL WE MEASURE SUCCESS?

- Increased community satisfaction with opportunities to participate in decision making
- Increased community satisfaction with Council decision making
- Maintenance or improvement in financial benchmarks
- Increased community strategic plan and delivery program outcomes achieved on time and target
- Increased overall community satisfaction with Council services
- Increased take-up of online service transactions

TERM IN REVIEW

EXCELLENCE IN CUSTOMER SERVICE

In November 2020, the Customer Service Team received the Highly Commended Award at the Australia wide Local Government Customer Service Network Awards ceremony. The award acknowledged the Customer Service Team who demonstrated resilience and teamwork in the areas of change, communication, performance and morale during the early months of the COVID-19 pandemic. The Customer Service staff at Council were praised for maintaining a positive spirit while managing customer feedback about the beach closures and for their willingness to take on

additional tasks while based at Council Chambers during the closure of the centre.

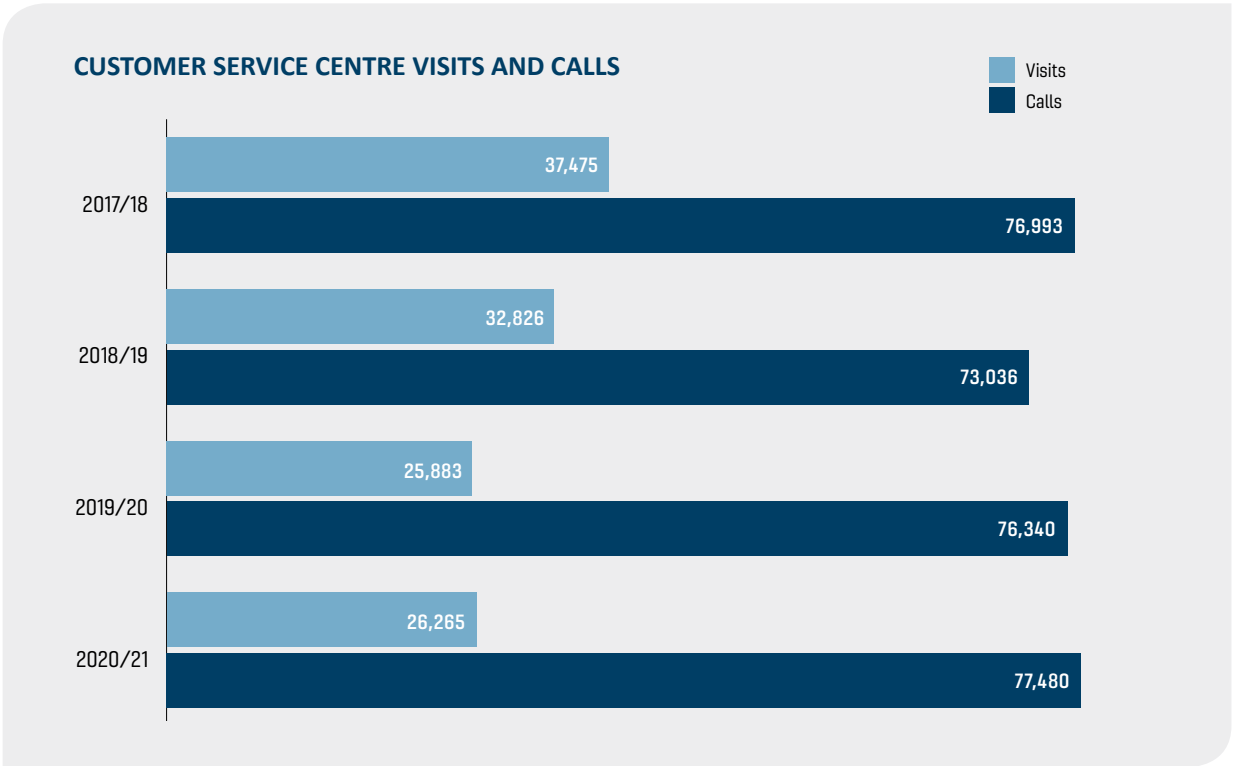
CUSTOMER SERVICE IMPROVEMENTS

From 2017 to 2021, there has been a 30% decrease in the volume of customers visiting the Customer Service Centre. This can be attributed to several factors, primarily the impact of the COVID-19 pandemic, the expansion of online payment options for customers, the implementation of electronic planning lodgements and the continued preference of customers to use contactless methods of communication. Call volumes have remained steady

across the four years with residents continuing to call Customer Service to report an issue or request a service.

Between 2017-18 and 2020-21, several service initiatives were trialed to improve our services to the community.

In 2017-18 Council introduced a Concierge Service to assist waiting customers, with an average of 45 customers per day served by the concierge without having to progress to the front counter. This included residents who were assisted to pay their rates using the self-serve Eftpos machine and those assisted to locate development applications using the DA Tracker on the Council website.





Concierge at our Customer Service Centre

109

In June 2018, a touchscreen feedback kiosk was installed in the Customer Service Centre to capture transactional feedback from customers on their experience.

An after-hours service was implemented in December 2018, giving residents the ability to report urgent issues and receive information outside Council business hours. All calls are received by operators who can transfer urgent issues to an on-call Council officer and log other issues in the request system for action on the next business day. The customised database is updated regularly to ensure that operators are providing accurate and up to date information to customers.

In 2018 Service NSW launched the Digital Driver Licence, and customers were assisted to download their drivers' licence and to access vehicle registration details on their smartphone so that they could proceed with their parking permit application without paper documents.

From January 2021, planning applications were required to be lodged electronically through the NSW Planning Portal, with customers no longer having to visit the Customer Service Centre

to submit hard copies of plans. The reduction in visitors to the centre has seen a corresponding increase in emails, with Customer Service staff actioning 44,935 emails in 2020-21, an increase of approximately 300% since 2017-18. This includes over 14,000 emails for parking permit renewals and applications and over 6,000 emails from residents wanting planning information, including fee quotes and file searches. Other emails include requests for service, such as Your Call collections, with 41,600 service requests logged by both phone and email in 2020-21.

WAVERLEY COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM AND OPERATIONAL PLAN

Council adopted its new Community Strategic Plan (Waverley Community Strategic Plan 2018–2029), Delivery Program 2018–2021 and Operational Plan 2018–19 at its meeting on 19 June 2018. The September 2020 elections was postponed to December 2021 in response to the risks of the COVID-19 pandemic. The Delivery Program 2018-2021 was carried over to 2021-22 to respond to the change in election. Council undertook an extensive community engagement program

that sought to ensure everyone in the community had the opportunity to contribute to these plans. The aim was to determine where we are now, where we want to be in 2030 and how we will get there. The engagement program aimed to target a broad cross-section of the community, with consideration given to community demographics including age, accessibility, people from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander people.

The first phase of community consultation commenced in late November 2017. During this phase the community was consulted on what they love about Waverley, what needs to change, and to provide feedback on 11 themes which were identified as priority areas for the Waverley LGA. Following this, Council developed issues papers around the identified themes. The issues papers detailed the challenges and opportunities within each thematic area and what Waverley Council is currently doing across these 11 themes.

The second phase of community consultation commenced in early February 2018, and during this phase Council called for detailed community submissions on the



issues papers. Council hosted two events during this phase; a breakfast of community organisations and a community summit open to all community members. More than 800 community members took the opportunity to share their aspirations for Waverley and tell Council what the priorities over the next 11 years should be. Once the plan was drafted, more than 500 community members were engaged through a community survey to identify current community satisfaction for the priority areas.

STRATEGIC ASSET MANAGEMENT PLAN (SAMP) 5

Council adopted the Strategic Asset Management Plan 5 at its meeting on 19 June 2018. The purpose of SAMP5 is to:

- Provide a framework that ensures Waverley Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community
- Demonstrate Council's compliance and commitment to the Integrated Planning and Reporting framework and International Infrastructure

- Reassess the cost required to meet service levels and integrate with the long term financial plan
- Ensure SAMP5 supports the objectives set out in the Community Strategic Plan and other Council documents
- Outline the processes, structures, roles and responsibilities necessary to establish and maintain advanced asset management practices.

SAMP5 is made up of the:

- Asset Management Strategy (AMS)
- The Asset Management Policy
- Nine individual Asset Management Plans (AMPs)

Council's Long Term Financial Plan has budgeted an expenditure of \$380 million in asset renewal and enhancement over the next 10 years. Council's performance ratios are based on the results of asset assessments. Revaluations show that Council has a sustainable backlog of one per cent (below the two per cent Office of the Local Government benchmark).

Council delivered against SAMP during the period and is currently establishing the foundation and required data to deliver SAMP6.

RISK INITIATIVES

In 2017–18, Council undertook a range of risk initiatives which included the development of a new risk assessment matrix which was used during an incident where Council staff were relocated to other offices following discovery of asbestos in the ceiling cavity. Professional hazardous material specialists assessed and remediated the hazards and SafeWork approved re-occupation of the building.

In 2019-20, Council's Enterprise Risk Management (ERM) Framework, including an Enterprise Risk Policy and Plan, was adopted by the Executive Leadership Team. Risk registers for all key functions were developed across the organisation. These registers are subject to a regular review program.

In 2020-21, Council developed a draft Business Continuity Policy and a draft Business Continuity Framework. These draft documents have informed the development of an overarching draft Business Continuity Plan (BCP). Council has developed an overarching BCP that includes the functions undertaken at the Waverley Civic Centre (Head Office). The BCP is to be expanded in the forthcoming year through

the development of individual plans for all sites outside of the Civic Centre. In response to the COVID-19 pandemic, a Crisis Management Team was established in early 2020 to lead Council's response with an associated Pandemic Plan prepared and implemented. This work was also used to inform aspects of the BCP.

DELEGATIONS REVIEW

During the reporting period Council undertook an organisation wide review of its delegations using the Local Government Legal Database. Delegations are an efficient mechanism that authorises other people or bodies (usually Waverley Council officers) to perform specific functions on behalf of Council. This review has been completed and has facilitated the issuing of an extensive suite of delegations and authorisations to relevant Council staff which will assist Waverley Council to meet its obligations effectively and with necessary legal compliance.

LOCAL GOVERNMENT ELECTIONS AND INDUCTION

In September 2017, Council worked closely with the NSW Electoral Commission to conduct the 2017 Waverley Council election. The Returning Officer was hosted at the Margaret Whitlam Recreation Centre for three months and supported by Council staff when required. Seven Councillors were returned to office with five new members elected. All Councillors attended the Code of Meeting Practice and Code of

Conduct training as part of their induction to the new Council term. Preparations have commenced for a similar program to be implemented for the 2021 elections scheduled for 4 December 2021.

COUNCIL STAFF CHARITABLE TRUST DONATIONS TOP \$150,000

The Waverley Council Staff Charitable Trust celebrated its 20th anniversary in August 2020 with an \$18,000 donation to three charities making a significant difference in the community. Gunawirra, Killara Refuge Randwick (St Vinnies) and the Artists' Benevolent Fund (National Association for Visual Arts) received a \$6000 donation to help them continue their valuable work.

The Waverley Council Staff Charitable Trust is a group of employees who have voluntarily banded together to organise donations for worthwhile charities. Since 2000, the Trust distributed more than \$151,193 to local charities through Council staff donating a portion of their wages. Each year, three charities are nominated to receive donations.

COMPLAINTS MANAGEMENT REVIEW

In November 2020, staff were surveyed on how they receive, save and respond to complaints from the community. Councillors were also surveyed and an online meeting was held with the combined precincts. The information collected during this

process was used in the drafting of a new Complaints Management Policy and Complaints Management Procedure which includes direction to staff for capturing and responding to community complaints in the Customer Relationship Management System for easy analysis and reporting to:

- Improve our service and responsiveness
- Strengthen customer satisfaction
- Identify recurring and/or systemic issues and implement proactive measures.

Both the Complaints Management Policy and Complaints Management Procedure are currently being finalised.

EFFICIENCY THROUGH BPAY

In 2017–18, Council implemented Bpay payment options to suppliers. This option is a secure and safe way to pay Council's suppliers. This has significantly reduced the time and cost taken to process payments.

CODE OF MEETING PRACTICE

In December 2018, the NSW Government introduced a Model Code of Meeting Practice; a framework for the rules of conduct for council and council committee meetings in NSW. The Code is comprised of mandatory and non-mandatory provisions. At its meeting in April 2019, Council adopted a draft Code of Meeting Practice based on the government's model code. Following public exhibition, the



Code of Meeting Practice was endorsed by Council in June 2019. The new code includes a set of eight principles to inform the way in which meetings are conducted and to prescribe meeting rules that are consistent with these principles. Part of the adoption of the new code is a trial of public forums before each Council meeting, to allow members of the public to address the Council on matters of public importance not listed on the meeting agenda for the night. This trial concludes and will be reviewed in August 2021.

CODE OF CONDUCT

Council adopted three new Codes of Conduct and a new Procedure for the Administration of the Code of Conduct based on the model documents issued by the Office of Local Government. These codes apply to Council Committee Members and other Council Officials, Councillors and Staff. The new Codes of Conduct include:

- A greater emphasis on the 'obligations during meetings' to expand on changes to the Local Government Act about councillor misconduct

- New standards relating to discrimination and harassment, bullying, work health and safety, access to information and maintenance of council records
- New rules governing the acceptance of gifts including mandatory reporting
- A new ongoing disclosure requirement for councillors and designated persons requiring disclosure of new interests within three months of becoming aware of them
- A new requirement for councillors to disclose in their returns of interests whether they are a property developer or a close associate of a property developer. Training for Council staff and other council officials continues to be arranged as part of the rollout.

WORK HEALTH AND SAFETY

Council is committed to driving our safety-first culture and contributing positively to the health and wellbeing of each other, and our community. In support of this commitment, Council revised its Policy and Procedure in relation

to the management of alcohol and drugs in the workplace in August 2020. This included the introduction of an alcohol and drug screening program which commenced in April 2021.

The introduction of a screening program ensures Council meet our work, health and safety obligations by providing everyone with a safe workplace and community. Council will continue to support employees who may experience alcohol or drug related challenges in their lives.

Based on staff request, Council re-structured the WHS consultation arrangements which includes our WHS Committee and Health & Safety Representatives and a newly formed wellbeing committee, the Waverley Wellbeing Warriors.

In October 2020, the purpose of the program was to identify how employers prevent and manage hazardous manual tasks and ergonomic risks in the workplace.

A combination approach was used, which included advisory, education and compliance. This included advice on the key principles around

effective hazardous manual task risk management and relevant legislative requirements. Council has since implemented improvement measures in our Waste department and is now embarking on this important journey within our other high-risk work environments.

SNAP SEND SOLVE

Snap Send Solve is an easy and efficient way to notify Council of issues that need addressing. The app identifies the specific location and directs customers to include contact details and photos for more efficient identification and resolution of the problem. In April 2019 Council entered into an agreement to upgrade the service to make it easier to report incidents in the community.

In 2019-20, Council received 3,068 reports from the community using the Snap Send Solve application on their phone. In 2020-21 this increased to 5,700 incident reports. There was a spike in April 2020 with many residents working from home during the pandemic and reporting

dumped rubbish and illegal parking incidents in their neighbourhood. There was another spike in September and October 2020 with Council staff using the app to record incidents across the Waverley area.

The graph below provides the number of incident reports sent to Council.

WAVERLEY PEOPLE PLAN 2020-2024

In August 2020, the People Plan 2020-24 was launched. This integrated people strategy responds to a number of items from the 2019 Staff Engagement Survey results and includes leadership, diversity and inclusion, career development, and reward and recognition. The plan aims to build a safe and healthy, adaptable, fit for purpose workforce that supports our staff to deliver to the community through intelligent technology, efficient systems and processes and capable leaders, underpinned by our values. To deliver the People Plan, Council has embarked on a human resource and safety transformation

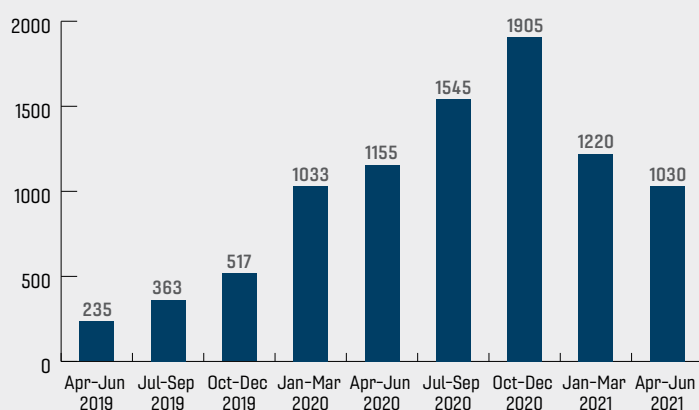
project. This project will deliver a more strategic approach, integrated and aligned with the delivery program, and make a direct contribution to Council's long-term objectives. A number of initiatives under the Waverley People Plan 2020-24 are well underway.

UPRISE COUNCIL'S NEW EMPLOYEE WELL-BEING PROGRAM

In September 2020, Council launched Uprise, a new holistic health and well-being program. Council currently offers staff and their family members access to the Health & Well-being Support Program. Uprise provides tailored interventions to people based on their well-being levels and support preferences, including early assessments, skills development, coaching and support and therapy.

Unlike employee counselling/therapy (EAP) that reacts once employees are already in crisis, Uprise's technology identifies and supports an employee's mental health and well-being before they reach crisis point; whereas traditional EAP is reactive crisis management, Uprise is crisis prevention.

QUARTERLY INCIDENT REPORTS



PRECINCT ENGAGEMENT

Precincts participate in many of Council's consultative mechanisms, including, online feedback mechanisms, strategic planning and issues based consultative forums and focus group discussions. Throughout the reporting period (2017-20), Precincts provided strategic input into many of Council's projects,

plans and proposals. In March 2020, the engagement approach transitioned from face to face to online Zoom meetings in response to the COVID-19 pandemic. Feedback received during this period on the effectiveness of engagement through Zoom meetings, including the flexibility it provides to allow broader participation, was positive. Some examples of issues based consultative forums held with the Combined Precincts include: the development of a new Open Space and Recreation Strategy; the new Local Strategic Planning Statement; Hugh Bamford Reserve and Williams Park Plan of Management and Masterplan; Bondi Junction Cycleway; Waverley Architectural Mapping Project; Development Control Plan/Local Environmental Plan and the draft Heritage Assessment Study.

To further engage Precincts on strategic issues, a Precinct satisfaction online survey was undertaken with the Precinct Executive Committee members inviting feedback on their levels of satisfaction with their ability to contribute to shaping the future of Waverley through the decision-making processes of Council.

In 2020, the Precinct Satisfaction Survey reflected a 76% overall satisfaction rating with opportunities made available to Precinct representatives, to have input to Council on strategic issues (of the total respondents of 21, 16 respondents were satisfied). In 2021, the survey reflected 73% overall satisfaction (of the total respondents of 22, 16 respondents were satisfied). Strategies developed to address areas for continued improvement

are planned for implementation in 2021–22.

Precincts celebrated their 30 year anniversary in December 2017 and the Combined Precincts' group embarked on a strategic planning process in 2018-19, after which the group agreed to endorse the current Precinct operating structure but with an additional Combined Precincts' meeting to be held each year (making it four Combined Precincts' meetings and 65 individual Precinct meetings per year). Council also resolved to receive reports on all Precinct motions every six months. The work of Precincts contributes to local capacity building and strengthens local democratic processes by increasing public participation in Council decision making processes.

FRAUD AND CORRUPTION CONTROL FRAMEWORK

A draft Fraud and Corruption Control Framework (including Policy/Strategy and Plan) was developed during the 2020-21 financial year. Council's Internal Auditors have reviewed the documents and undertaken an independent Fraud and Corruption Control Assessment of Council. This assessment has resulted in the Internal Auditors making a series of recommendations that have been endorsed by management for implementation through to June 2023.

PROCUREMENT POLICY

The revised and updated Procurement Policy was completed and approved by the Executive Leadership Team. A

communications plan is being drafted to facilitate the rollout of the Policy. A Draft Procurement Procedure is being amended and updated to ensure consistency with the Policy.

NEW STAFF INTRANET

Work has been progressing on the development of a new staff intranet. The project is aimed at creating a platform for enhanced internal communication, enabling cross organisational collaboration and supporting increased staff engagement. The new intranet will be a key enabling system for staff across the organisation to have easy access to information that supports their work, whether office based or in the field.

WAVERLEY LEADERSHIP DEVELOPMENT PROGRAM

In 2019-20, twenty future leaders completed two modules of the Waverley Leadership Program. The first module, delivered by the Australian Graduate School of Management and University of New South Wales (UNSW), focused on adaptive leadership. The second module, delivered by the Institute of Public Governance, University of Technology Sydney (UTS), led the team through Strategic Planning for Local Government. It is a multidisciplinary approach that recognises the many different strands of strategic planning in modern local government.

In 2020, modules were delivered online due to COVID-19. Modules included strategic planning (delivered externally by UTS, IPPG) and reflective practice (delivered internally). Senior staff attended



a three-day program on Adaptive Leadership, based on the work of Hieftz and Linsky (Harvard University). The program was delivered by the Australian Graduate School of Management, University of New South Wales. The 70:20:10 Learning Framework was approved by the General Manager on 6 November 2020 and is coupled with a comprehensive Leadership Development Program for senior, middle and frontline managers and supervisors.

In the last six months, 60 employees across the organisation commenced Performance Conversations for People Leaders Program as part of the Leadership Development Program. This Program is in response to our 2019 Employee Engagement Survey which stated employees want to have more meaningful conversations in relation to their performance, and opportunities to learn and grow.

GOVERNANCE FRAMEWORK

Work commenced on the development of a Governance Framework. The Framework, based on the Audit Office NSW

Governance Lighthouse model and is due for completion in 2021–22.

SOCIAL MEDIA POLICY AND MEDIA POLICY

Council reviewed the Social Media Policy and the Media Policy, which were adopted by Council in December 2019. The Social Media Policy aims to protect Council's reputation by providing Council staff and Councillors with guidance when using their personal social media platforms and ensures responses to issues raised through Council's social media channels are addressed in a consistent and timely manner and referred to the correct business area. Internal information sessions on the Social Media Policy ensure that relevant teams within the organisation are informed of their obligations and requirements.

The Media Policy aims to:

- Promote open exchange of information between Council and the media
- Limit the publication of inaccurate information, miscommunication and reputation risk
- Promote positive media relationships

- Indicate Council's authorised spokespersons
- Ensure appropriate authorisation and responsibility for the information provided
- Ensure consistency by staff and Councillors in dealing with the media.

Currently, Waverley is conducting a review of these policies against the Office of Local Government's draft model Social Media and Media policies. OLG is consulting on its model policies, which are designed to use a best of breed approach to existing council policies and reflect what OLG sees as best practice in the local government sector.

COMMERCIAL WASTE AND CHILD CARE CENTRE REVIEWS

Council reviewed the business processes and fee structures of Commercial Waste Services and Child Care Services. The review involved business process mapping, cost benefit analysis, workflow review and analyses against market best practice and pricing. The review resulted in operational improvements and pricing changes.

Outcome Measure	Baseline	Actuals
Increased community satisfaction with opportunities to participate in decision making	73% community satisfaction rating (2018)	74% community satisfaction rating (2021)
Increased community satisfaction with Council decision making	77% community satisfaction (2018)	80% community satisfaction rating (2021)
Maintenance or improvement in financial benchmarks	Measured through variables below	
Operating Performance Ratio	2.37% (2016-17)	-3.43% (2020-21)
Own Source Operating Revenue Ratio	86.48% (2016-17)	80.61% (2020-21)
Unrestricted Current Ratio	12.43x (2016-17)	5.51x (2020-21)
Debt Service Cover Ratio	20.27x (2016-17)	18.18x (2020-21)
Cash Expense Cover Ratio	14.5 mths (2016-17)	12.40 mths (2020-21)
Infrastructure Backlog Ratio	1.10% (2016-17)	1.09% (2020-21)
Increased community strategic plan and delivery program outcomes achieved on time and target	74% of planned actions delivered on time and target (2016/17)	Overall, 65% of the actions in the Operational Plan were completed, 17% are in progress, 12% are in progress but are impacted by COVID-19, 5% were delayed due to operational reasons and 1% were delayed due to COVID-19 (2020-21)
Increased overall community satisfaction with Council services	91% community satisfaction rating	93% community satisfaction rating
Increase in take-up of online service transactions	97,609 online transactions (2016/17)	111,949 online transactions (2020/21)

Sources: Waverley Community Survey 2018 and 2021; Waverley Council Six Monthly Progress Report June 2017 and June 2021; Waverley Council Audited Financial Statements 2016-17 and 2020-21; Waverley Council data



117

Waverley Council Chambers



KNOWLEDGE AND 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. The Knowledge and Innovation theme in the Waverley Community Strategic Plan 2018–2029, strives to position Waverley as a knowledge-driven, innovative and digitally connected community.



OUR GOALS AND STRATEGIES

Our Goal	Our Strategies
11.1 Enable our community to embrace economic opportunities using knowledge-based and other emerging technologies	11.1.1 Use smart city technology to improve the quality of life, optimise resources and economic sustainability
	11.1.2 Expand opportunities for the community to access and use digital technology
	11.1.3 Encourage knowledge-intensive and innovative industries

Our Goal	Our Strategies
11.2 Provide multi-purpose community spaces where innovation and collaboration can occur	11.2.1 Create innovative spaces for business incubation and knowledge transfer
	11.2.2 Deliver and facilitate access to emerging technologies and library collections

HOW WILL WE MEASURE SUCCESS?

- Increased community awareness of benefits of smart city technology
- Increased community satisfaction with availability of digital resources
- Maximise usage of innovation hub

TERM IN REVIEW

PARTNERING WITH STATE GOVERNMENT

To support community safety and create a level of insight to better respond to the COVID-19 pandemic, Council created a single dashboard that merged three data sources to measure daily activity and the volume of people across our busy commercial centres and beaches. The mix of data included pedestrian foot traffic, volume of waste generated in public spaces, and vehicular movements across Council owned car parks. The temporary dashboard was commended by the Department of Customer Service as the first of its kind and was used for a period of six months via a data sharing agreement reached between the two government organisations.

In the last 12 months, Council partnered with Transport for NSW (TfNSW) and local transport operators by entering into data sharing agreements to provide Council's extensive spatial data to identify solutions to existing urban challenges. Council's data is shared via TfNSW Open Data Portal and has been used for two innovation challenges to address kerbside management for ride sharing services and parking.

DIGITAL TRANSFORMATION

Council undertook a range of digital initiatives. They include:

- Implementing Stone Orchard Cemetery Management Software aimed at improving Cemetery operations to manage end to end

operations. Efficiency in records management, advanced search capabilities, data management and reporting capabilities are enhanced with this software

- Completion of planning certificates automation. This has reduced the wait time for certificate requests from four to six working days to a few minutes and eliminated manual intervention
- Capital Works Mapping pilot project spatially represents all the capital works projects for 2020-2021, together with providing project status and contact information, was made live to the public.

BOOT FACTORY RESTORATION

In October 2017, Council resolved to investigate the restoration and adaptive reuse of the old Boot Factory in Spring Street. Three projects were initiated as a result:

- A Heritage Conservation Strategy to inform restoration of the building and forecourt, and investigation of State Heritage listing
- Boot Factory Restoration Project, comprising the design and construction of the building and forecourt restoration
- A Knowledge and Innovation Strategy to build partnerships and support local creative and professional science and technology industries

The Heritage Assessment report was presented to Council in September 2018. Independent

heritage expertise found that the building does not meet the threshold for listing on the State Heritage Register and further work in this regard is not recommended.

Council commissioned an upgrade options analysis, including information on how the building can be restored and refurbished to comply with the Conservation Management Strategy. In addition, Council commissioned the report *Rebooting the Boot Factory*, analysing the options for the activation of the building as a Knowledge and Innovation hub. A preliminary business case for the Boot Factory was prepared, examining these options.

A Knowledge and Innovation Steering Group was established and a workshop with members held in August 2019, recommended for further exploration of Innovation Civic Hall model. A draft business case and social needs assessment completed in December 2019 outline an Innovation Civic Hall case. The concept was presented at the Councillor Workshop in June 2020.

The Sydney Eastern City Planning Panel approved Council's development application (DA) for the heritage-listed Boot Factory at Bondi Junction in May 2020. The approval of the DA paves the way for the Council to transform the former shoemaking factory at the rear of Norman Lee Place at 27-33 Spring Street into an innovative community space.

The upgrade includes:

- Restoration works to the roof, masonry perimeter walls, new

floors and a new interior fit-out for the Boot Factory

- Both buildings will be connected, providing an opportunity to share facilities including the lift.
- A café at the Spring Street entry to the precinct with street and courtyard presence.
- Upgraded Community and Seniors Centre
- Flexible community spaces on the ground floor and top floor of the Boot Factory and the Mill Hill Community Centre
- Upgrades to Norman Lee Place

Following a successful development application process in May 2020, Council started the restoration of the Boot Factory in April 2021 and is scheduled for completion in 2021-22.

PUBLIC WI-FI

Council's public Wi-Fi covers six locations across the LGA including, three beaches, Bondi Junction

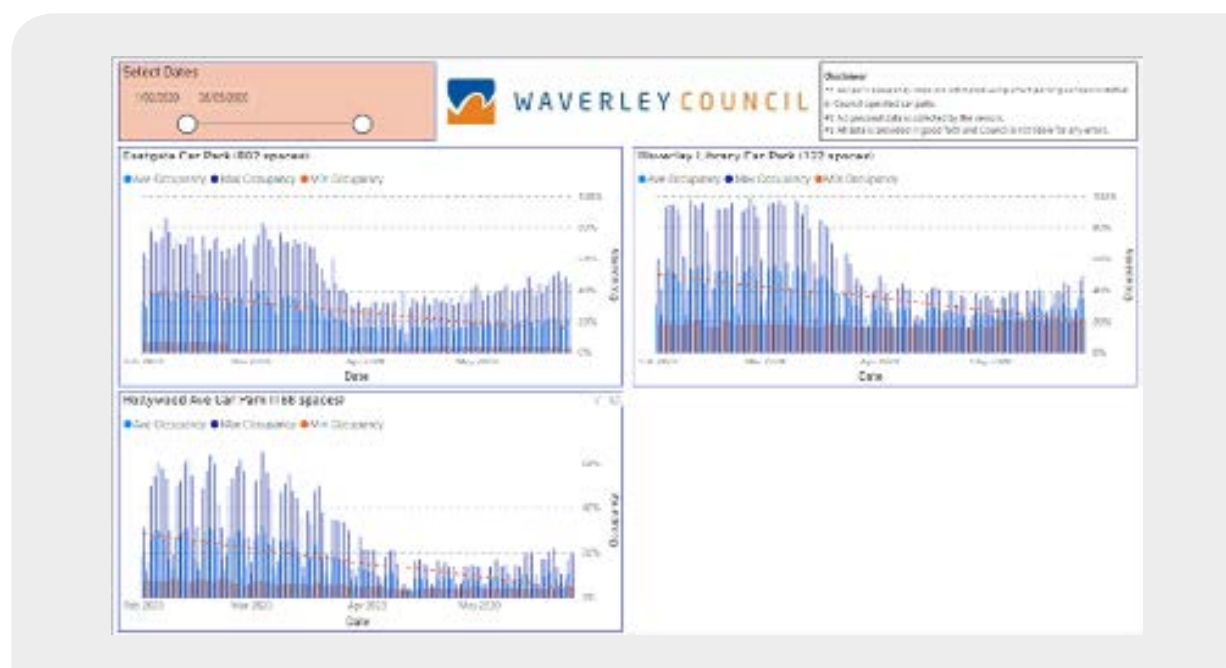
Centre (Oxford Mall and Spring Street), Waverley Library and Waverley Park. This service is used by more than 200,000 residents and visitors each year. A feasibility study was undertaken to identify potential locations for Wi-Fi expansion. The study revealed that tourists are the main users of the service and the current service covers the main tourist hotspots. There were 1.28million Wi-Fi sessions with 393,000 unique users. The average session duration was for 1 hr 6m 42s.

BUSINESS INTELLIGENCE AND DATA PROJECTS

Students from UNSW Data Analytics Master's Program were engaged to explore data sharing and reporting opportunities across Council. There has been an increase in data insights across the organisation through dashboard reporting using business intelligence tools. Some examples of projects include:

- Publishing spatial data as open data via TfNSW open data portal
- Partnering with TfNSW and app developers to share data for a Parking Innovation Challenge
- Partnering with TfNSW and local transport operators to share data for a Transport Innovation Project (Pick Up/Drop Off bays)
- Sharing dashboards with State Government Departments in response to COVID-19
- Acquiring and analysing spending data to discover insights into the effects of COVID-19 restrictions on local businesses
- Using data to develop a framework for assessing the health and viability of a commercial centre.

Below is an example of Council's dashboards relating to car park occupancy rates, showing the impact of COVID-19 restrictions on visitors to Bondi Junction Commercial Centre.





Artist's impression of the Boot Factory restoration

SMART CITIES STRATEGY 2023

The Waverley Smart City Strategy was adopted in 2019 and sets the direction for a smarter, more connected community. The Strategy was the finalist at the Smart Cities Council of Australia and New Zealand Smart Cities Awards in October 2019.

The Strategy outlines the framework for how Waverley will integrate the smart cities approach. The framework reflects best practice models used in the United Kingdom, European Union and United States. It includes three key elements of smart cities at Waverley:

- Initiatives that Council has delivered that require further digital integration
- Initiatives planned that are yet to be delivered
- Innovative initiatives that align future trends with our community needs.

A Smart Cities Advisory Group was established to oversee delivery of

the Smart Waverley Strategy. The advisory group is a collaboration between internal staff to:

1. Research and share case studies, industry standards and trends
2. Monitor and report on implementation of the Smart Waverley Program and projects
3. Provide advice and support on strategic and technical issues raised by the Project Managers or Directors
4. Oversee the framework in which data is being managed across the organisation.

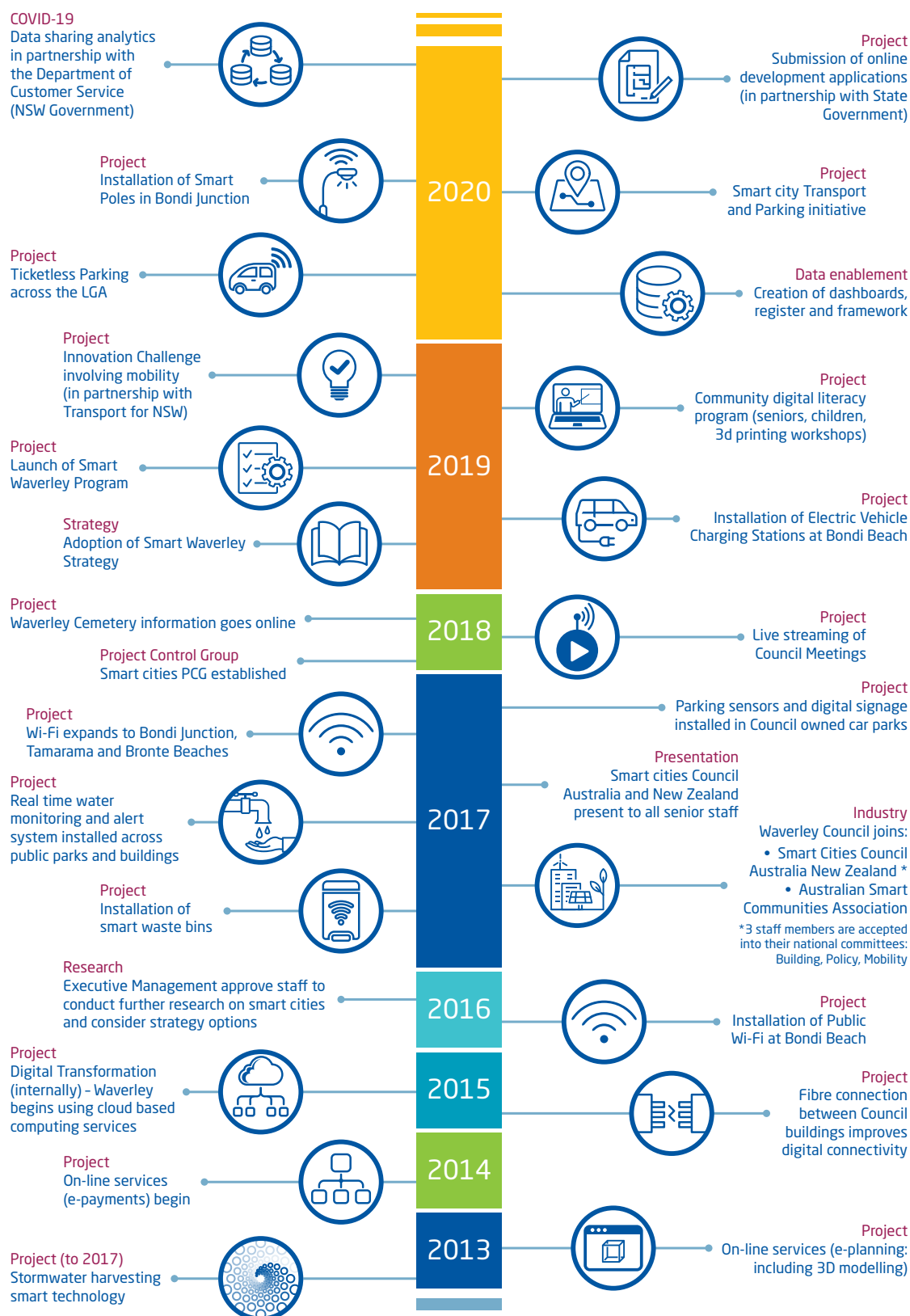
There has been progress in embedding Smart Cities knowledge and concepts across the organisation. They include:

- Creation of the Smart Waverley Program with an online interactive dashboard.
- Creation of Smart Cities Advisory Group (SCAG) to administer the program in partnership with subject matter experts across Council, enabling teams to be at the forefront of innovative

technological solutions as part of service delivery

- A series of internal lunch 'n' learn sessions facilitated to demystify technical topics such as LoRaWAN, 5G, cloud computing, data security, data privacy, Internet of Things (IoT), blockchain, artificial intelligence, big data, interoperability and specific technology solutions
- Marketing completed projects by publishing case studies to inform the community and promote Council innovation
- Conducting presentations on numerous topics at different conferences such as Smart Cities week, Innovation Forums and Cities Leadership Institute
- Publishing relevant articles in the Planning Institute of Australia (PIA) journal, Public Sector Network and GIS magazines.

A timeline of some of the priority projects that have been completed within the Smart Waverley Program is on the next page..





Waverley Library

ACCESS TO EMERGING TECHNOLOGIES AND COLLECTIONS

Waverley Library received NSW Public Library Infrastructure Grant of \$41,000 in 2018, which allowed for the upgrade of public meeting and study rooms. Audio visual equipment was replaced in the Theatre and computer training room and large smart screens with screen sharing capability were installed in three study rooms.

An iPad lending scheme was established that consists of 50 Apple iPad air devices that library members may borrow for a three-week period. To date, there have been close to 1000 loans made ensuring that all of the community have equitable access to the Library's suite of online resources including electronic books, film streaming and educational tools.

In 2019, two 3D printers were purchased and made available to the public through creative library programs. A print on demand service will be implemented in 2021.

To assist with digital literacy, the library is also lending six different maker kits that teach children the basics of coding and electronic circuitry. These are made available for a three-week loan period from the Children's Library.

WASTE MANAGEMENT SYSTEM

The Sustainable Waste Strategy sets actions to design and implement data management and reporting infrastructure for waste and recycling on collection vehicles. The Waste Management Operating System is expected to be delivered in 2021-22 according to Council's ICT strategy. The system will deliver streamlined asset and data management, improved operations management, route management and real-time service and reporting capabilities. This innovative, integrated system will significantly improve the efficiency of Council's waste management services and develop further customer service improvement opportunities for Council's services.

LIBRARY COLLECTIONS

In 2019, the Library's Collection Development Guidelines were reviewed. The purpose of the plan is to:

- Identify the existing collections and services of Waverley Library and to document the major parameters for selection, access and maintenance of library resources
- Maintain collections relevant to community needs by continuing to monitor needs and trends
- Identify gaps in the collection and services
- Encourage stakeholder participation
- Recommend to Council appropriate levels for the allocation of resources to establish and maintain collections

In 2019, the Library subscribed to an accelerated circulation plan from its main supplier. This gives library patrons fast access to 10 copies of five of the latest best-selling titles each month, drastically reducing the wait time for these popular items.

In addition to the physical collection the Library’s suite of electronic resources has expanded. Accessible 24/7 from the Library website or the LibraryApp, patrons can make use of ebooks and eaudiobooks from three different platforms. Other electronic resources include emagazines, film streaming, language learning, IT skills training, research databases, newspapers online student tutoring and more.

During the COVID-19 lockdown, these resources proved to be popular with more than 10,000 ebooks borrowed over three months, compared to 4,000 during the same period last year. Additional ebooks and eaudio

books were purchased, including 70 titles relating to career progression and job seeking in response to the economic environment. New services added to the eresource collection in the past year include:

- StoryBox Library
- Beamafilm
- NewsBank
- Indyreads
- Borrowbox

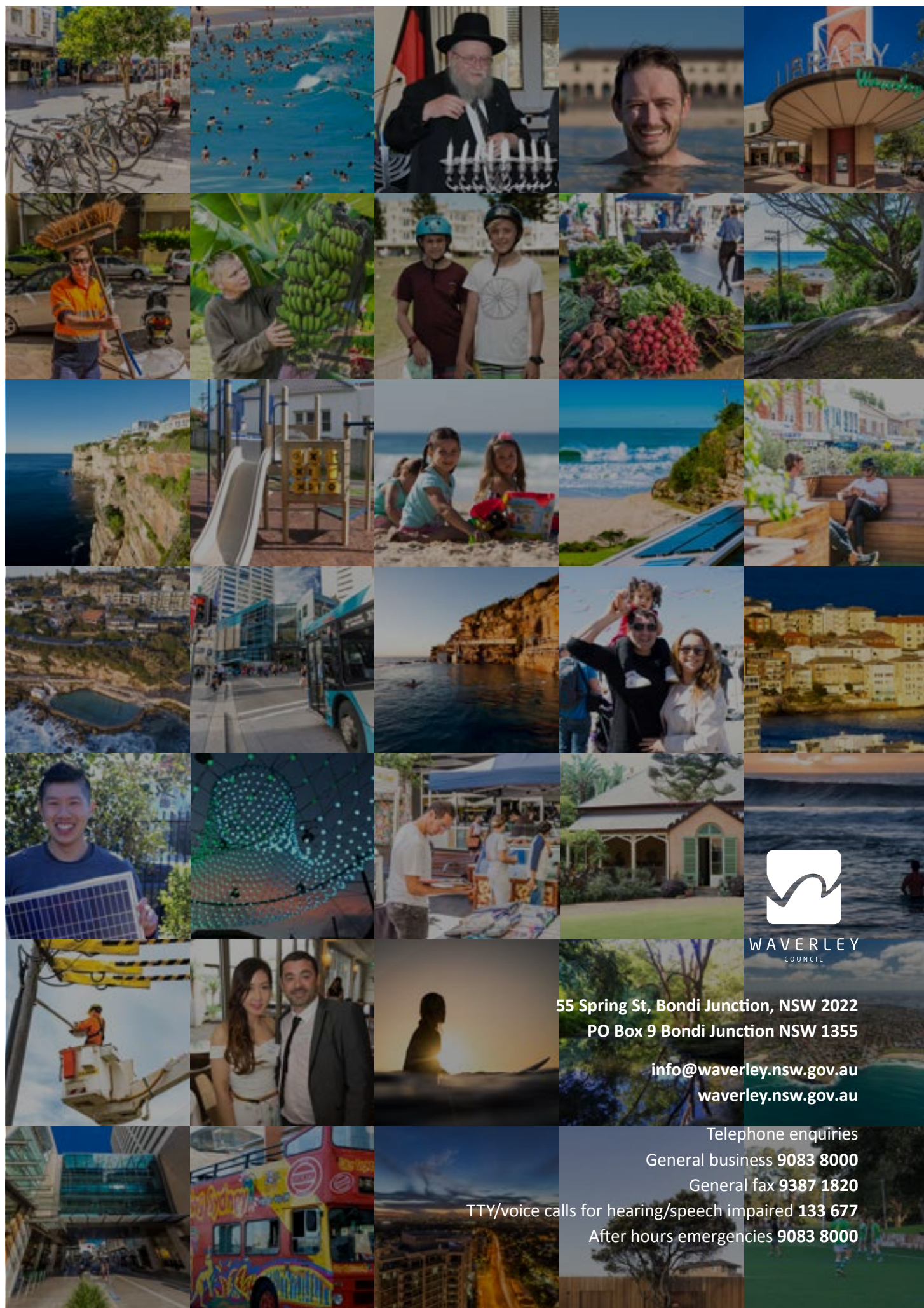
Once the Library reopened in June 2020, the Library instigated a Grab n Go service which allowed a contactless pick up of pre-ordered loans. This service was well appreciated by the community.

NEW ACQUISITION FOR LOCAL HISTORY COLLECTION

In 2020, Waverley Library purchased 1350 high quality images for the Local History Collection. The archive includes photographs taken for and used in publications such as the Herald, the Age, the Sydney Sun and the Financial Review and date from the early 20th century to the 1990’s. These collections were purchased from Duncan Miller Gallery, based in the United States. The Gallery had acquired the entire Sydney Morning Herald vintage photo archive. These items are housed in the climate controlled Local Studies Archive room while digitisation work is in progress.

Outcome Measure	Baseline	Actuals
Increased community awareness of benefits of smart city technology	36% of community is aware of benefits of smart city technology (2018)	49% of community is aware of benefits of smart city technology (2021)
Increased community satisfaction with availability of digital resources	55% community satisfaction rating (2018)	81% community satisfaction rating (2021)
Maximise usage of innovation hub	Nil	NA

Sources: Waverley Community Survey 2018 and 2021



WAVERLEY
COUNCIL

55 Spring St, Bondi Junction, NSW 2022
PO Box 9 Bondi Junction NSW 1355

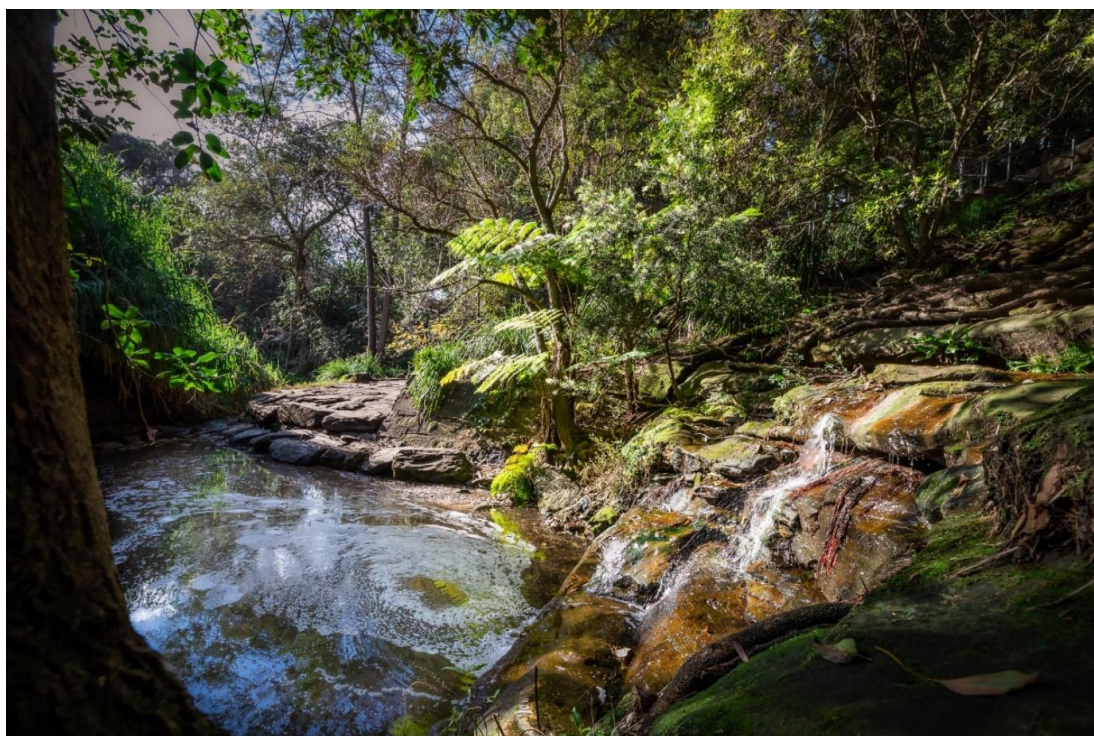
info@waverley.nsw.gov.au
waverley.nsw.gov.au

Telephone enquiries
General business **9083 8000**
General fax **9387 1820**

TTY/voice calls for hearing/speech impaired **133 677**
After hours emergencies **9083 8000**



WAVERLEY
COUNCIL



State of the Environment Report 2021

1. Introduction

This State of the Environment Report for the Waverley Council LGA provides a brief snapshot of the environmental performance of Council against targets and some of the key environmental projects undertaken by Council and the local community.

The Waverley Local Government Area is known for its spectacular coastline but also for a community that is passionate about the environment and strongly supports Council to achieve ambitious environmental targets. Waverley Council has been implementing the *Environmental Action Plan 2018-2030* which has key focus areas of Energy and Climate Change, Sustainable Water, Urban Ecology and Sustainable Waste. To achieve environmental targets in these areas Council delivers projects that focus on the following areas:

- Advocacy and policy
- Capacity-building and behaviour change
- Collaboration and partnerships
- Leadership by example

Through this Council works to ensure that environmental sustainability is second nature in both Council and the community, and that environmental goals are achieved not just through specific environmental projects but through Council wide activities and through the work of the community.

In 2020 Council achieved and exceeded our corporate greenhouse gas emission target that was set over a decade earlier as part of Council's first *Environmental Action Plan*. Council also has a community greenhouse gas emission target for emissions across the whole Local Government Area (LGA) which wasn't achieved, but there is steady and continuous progress in this area. During the last Council term, Council declared a climate and biodiversity emergency and increased their targets so that Council will be net zero for their scope 1 and 2 emissions by 2030, which is ambitious but on track to achieve.

Since March 2020, the COVID-19 pandemic has had a very significant impact on Waverley Council and the community. This has resulted in significant changes to transport use, waste generation and patterns of consumptions that have both positive and negative environmental outcomes such as reduced transport emissions but also increasing waste generation and use of single use plastics.

Council will be updating their Environmental Action Plan in early 2022 which will outline how Council and the community will achieve targets in the areas of Greenhouse Gas Emissions and Climate Change; Urban Ecology, Sustainable Water and Sustainable Waste.

2. Greenhouse gas emissions and climate change



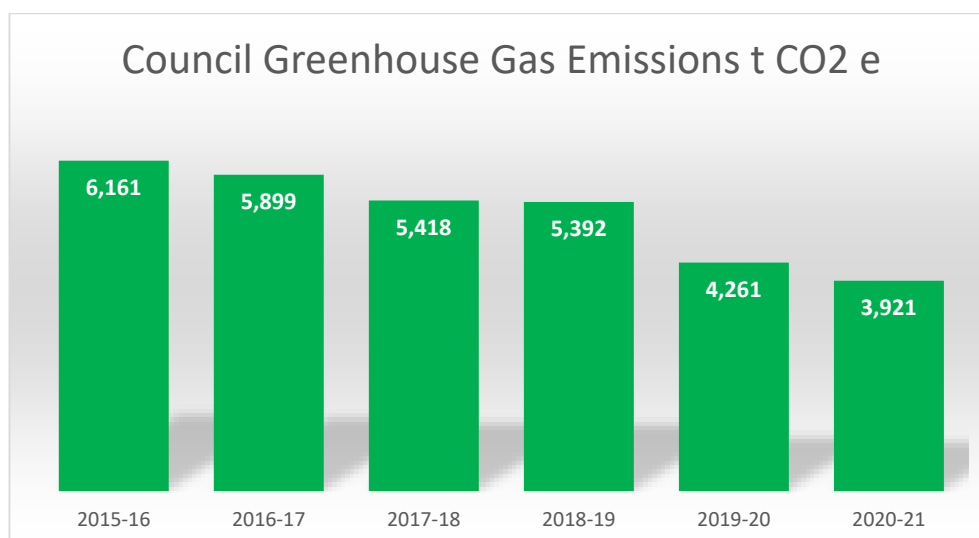
Reducing our greenhouse gases and preparing for the impacts of climate change

Council Greenhouse Gas Emissions

Council achieved the target to have a 30% reduction in GHG emissions of 2003/04 levels by 2020 for their own Council emissions.

In the last term Council declared a Climate and Biodiversity Emergency and in 2021 Council increased our greenhouse gas emission target with a commitment to become net zero by 2030 for our scope 1 and 2 emissions. This will entail the full transition away from the use of fossil fuel gas and also changing all of Council's fleet vehicles to electric vehicles powered by renewable energy.

Council achieved the 2020 organisational greenhouse gas emission reduction target, and has now achieved a 50 per cent reduction in greenhouse gas emissions compared to the baseline year.



In 2020/21 Waverley Council also became carbon neutral through the purchase of carbon offsets for the remainder of our scope 1 and 2 emissions.

Council Greenhouse Gas Mitigation activities

Since 2019, Council has purchased more than 30% renewable energy annually through a Power Purchase Agreement and purchase of electricity from the Moree Solar Farm.

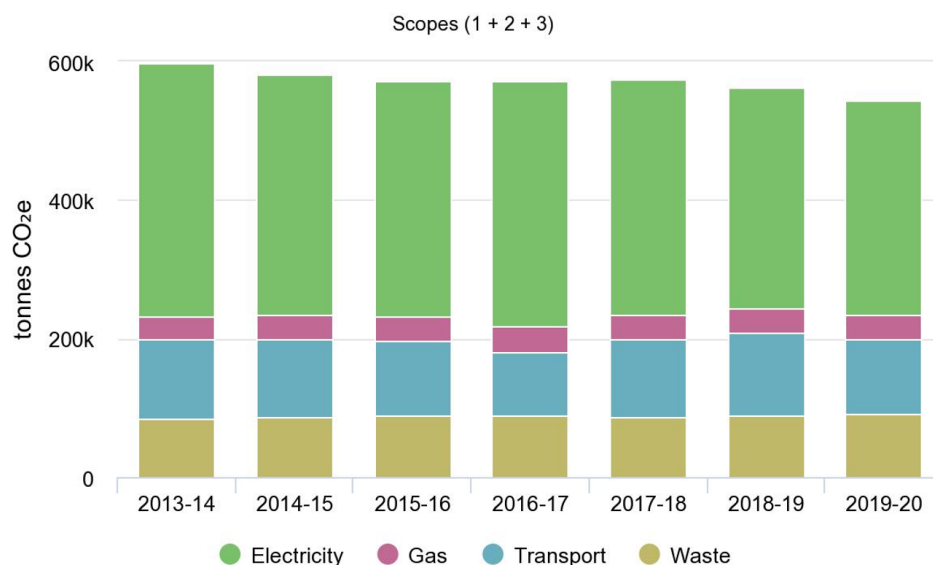
Council has now upgraded the majority of lighting at all of our major community buildings and car parks. Upgrading to LED lighting can achieve savings of up to 80% and significantly reduces our greenhouse gas emissions. Council has worked with AusGrid to upgrade the majority of our residential streetlighting to LEDs in the last 3 years and is now looking to upgrade our main road lighting.

Council's major community facility the Bondi Pavilion is currently undergoing a major restoration and will be constructed to 5 star green star rating (Green Building Council of Australia) and will include a large rooftop solar array.

Community Greenhouse Gas Emissions

While community greenhouse gas emissions are reducing, the 2020 target was not achieved and there will be significant work to be done for the community to achieve a 70% greenhouse gas reduction by 2030. However it is noted that community greenhouse gas emissions continue to reduce, despite ongoing increases in the local population.

Waverley LGA: Greenhouse Gas Emissions by Source



Community Greenhouse Gas Mitigation projects

Building Futures

Council's [Building Futures program](#) continues to assist multi-level apartment buildings to reduce their energy and water consumption and improve their waste management practices. The program includes detailed building assessments to identify actions the Owners' Corporation and on average buildings have been able to reduce energy use by over 20%, saving over \$10,000 per year, per building.

In 2020-21, in response to the economic and social challenges presented by the COVID-19 pandemic the third round of Building Futures also included aged care and social housing participants to reduce energy consumption in common areas, operating costs, and carbon emissions for vulnerable residents.

Solar My School

[Solar my School](#) is a free local government initiative founded in 2016 by Waverley, Woollahra and Randwick Councils as part of the 3-Council Regional Environment Program to help schools access the commercial, environmental and educational benefits of renewable energy. The

program is designed to overcome key barriers for schools to install solar power by making the process easy and seamless with independent support from start-to-finish.

97% (60 of 64) schools in the Eastern Suburbs have been involved, the program has expanded and as of July 2021 1.95MWh of solar power has been installed across 138 schools in NSW. In September 2020, Solar my School won the Service Design Public Sector Services category in the Australian Design Awards in recognition for outstanding design and innovation, adding to a long list of recognition and awards for this Council program.

In Waverley, Solar My School has helped, Moriah College, Clovelly Public School, Waverley College, St Catherines, Bondi Public School, Bondi Beach Public School, Gaililee Primary, and St Clares College install solar.

Electric Vehicle Charging Network

Waverley Council was one of the first Australian Councils to install [on street charging](#) with the install of charge points at Bondi Beach and Bondi Junction. Decarbonising the transport sector through electric vehicles powered by renewable energy will be a key pathway for the local community reaching net zero.

Bondi Junction Cycleway

The Bondi Junction Cycleway and Streetscape Upgrade is a priority project from Complete Streets, where we green and beautify public areas and footpaths, make meeting places more appealing and improve connections for cycling, walking and access to public transport. Improving active transport in Waverley is a key way that the Waverley community can reduce their greenhouse gas emissions.

Resilience and Preparing for the impacts of climate change

Climate Change Resilience Framework

Council has prepared a climate resilience framework that brings together the different areas of Council that will contribute to ensuring that the area is resilient to climate change. This framework has been broken down into five areas:

- Emergency Management
- Asset Management
- Environmental Sustainability
- Community Services and Planning
- Strategic Planning

In 2021 Council undertook a climate change risk assessment for the Community Services and will be undertaking Assets and Planning risks assessments shortly.

Future Proofing Residential Development to Climate Change

Ensuring that our local dwellings are safe and resilient under future climate conditions is key. Through a NSW Government grant funded project, Council investigated if current building controls are accounting for climate change, such as projected average and extreme temperature increases and projected seasonal rainfall declines. In partnership with neighbouring Councils and State and Commonwealth colleagues, this research project showed that as the number of warm days increase, cooling needs for houses and apartments may surge by over 300% by 2070, and potentially threatening the safety of communities in the region. Subsequent research also identified design solutions to improve heating and cooling of buildings for Waverley residents through adaptations, such as building materials, window glazing and improved shading. Council is using the findings of this research to implement actions to reduce risks and potential costs to occupants, by addressing heat resilience, emission reductions, energy performance and water management through building and development guidance.

This project was recognised by the Greater Sydney Commission, winning the Planning Disruptor Award, for its clear recommendations to improve and update State planning instruments using future climate data files, to ensure dwellings meet thermal comfort compliance and are safer for residents.

3. Urban Ecology



Remnant Bushland Sites

Waverley Council has approximately 6 hectares of native remnant vegetation across 12 main sites:

- Clifftop Remnants North
- Caffyn Park
- Diamond Bay Reserve
- Loombah Road Cliffs
- Eastern Reserve
- Raleigh, Rodney and Weonga Reserves
- Hugh Bamford Reserve
- Bondi Golf Course and Williams Park
- Clifftop Remnants South
- Tamarama Pacific Marine Drive
- Waverley Cemetery Cliffs and Calga Reserve
- York Road Eastern Suburbs Banksia Scrub.

There is also the critically endangered plant community Eastern Suburbs Banksia Scrub (ESBS) which is protected under Commonwealth and State legislation. ESBS in our area is

located on private and public land adjoining York Road and within Queens Park. Council manages the verge adjoining the main ESBS area which is managed by Centennial Parklands. There is a population of the threatened species *Acacia terminalis* (subsp. Eastern Sydney) at Loombah Road Cliffs at Dover Heights. Over the last four years new *Acacia terminalis* plants have sprouted at this site which is positive although there is likely very low genetic diversity.

Council undertakes 5 yearly surveys on the condition of this remnant vegetation. Council engages bush regeneration contractors with the relevant skills and experience to implement management actions at remnant bushland sites. Through the implementation of the *Biodiversity Action Plan: Remnant Sites 2015–2020* the area of remnant vegetation in good condition in 2020 (9%) was more than double that identified in the 2015 survey (4%). Over the 5 years, 26 patches of remnant vegetation expanded via natural processes as a result of bush regeneration practices. These increases in vegetation area and condition are strong evidence that the implementation of the Biodiversity Action Plan: Remnant Sites 2015–2020, has been successful. The fragmented and vulnerable character of all of Waverley's remnant vegetation, and the finding that just 9% of remnant vegetation is now in good condition, are indicators that restoration and retention of this vegetation will need to be a long-term and ongoing undertaking.

Bronte Ecological Restoration and Action Plan

[The native restoration of the Bronte Gully](#) continues to progress as an area of native bushland with a diverse range of native plantings expanding into areas previously occupied by dense weed thickets. This is a long term plan that is implemented in stages through the use of bush regeneration contractors, the support of the two Bronte Gully volunteer bushcare groups, and plantings undertaken as part of National Tree Day. On the northern slope of Bronte Gully further zones have been weeded with coral trees removed and native plants establishing well. Bronte Gully has significant use so balancing the needs of all users is difficult as is the time required for weed management.

Tamarama Ecological Restoration Framework and Action Plan

The [Tamarama ERFAP](#) is a long term plan that over the last 4 years has significantly progressed and transformed the area above and around the waterfall. The native plants put in following the removal of budleija weed are now established and have created a significant area of habitat. The area of habitat in Tamarama Gully now connects with new native plantings along the Carlisle St stairs and Carlisle median which all have maturing native habitat.

Living Connections

With the support of the NSW Government Environmental Trust, Waverley Council has delivered the [Living Connections program](#) to improve native habitat on private property in the Bronte and Tamarama areas. Private gardens hold the key for reconnecting habitat and creating healthy thriving neighbourhoods. Working with 165 households, Council provided garden and planting advice and native tubestock to these residents who have reported that these plants and recommended habitat features have supported increased insect, pollinators and small animals sitings, which can improve connectivity and protections for local small bird populations.

Over the three years of this project, Living Connections has provided over 5,000 new native plants to participating sites, with a reported plant survival rate for over 80%.

Bushcare Program

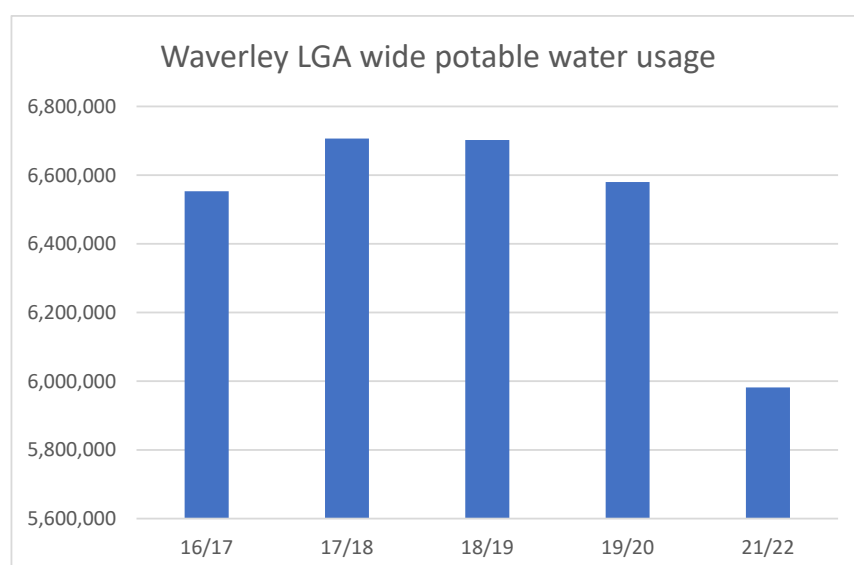
In addition to the work of Council staff and bush regenerators, an important component in caring for Waverley's bushland is the contribution of our volunteer Bushcare groups. The [Council Bushcare program](#) operates over 5 sites at Diamond Bay, Eastern Reserve, Hugh Bamford Reserve, Bronte Gully and Bronte Gully Waterfall. In 2020 and 2021 volunteers dedicated more than 500 hours to Waverley's natural areas through land conservation and bush regeneration activities.

4. Sustainable Water



Potable water targets

Waverley Council achieved our potable water target in 2020/21 of no net increase above 2005/06 levels with only 47,764Kl of water consumed on Council controlled sites. This has been through the ongoing use of recycled water at Bronte, Tamarama and Bondi Beach and also at Barracluff Reserve and Waverley Park. Council has ensured sustainable water management at our buildings and facilities, including the installation of smart irrigation systems at our parks and real time leak detection to maximise water efficiency.



While the community did not achieve the potable water target in 2019/20 for the whole LGA in 2020/21 there has been around 10% reduction in water use. Analysis of this is that there was higher water use during 19/20 due to higher temperatures and lower rainfall. In 20/21 due to COVID restrictions it appears that water usage by commercial properties is down by 25%. It is likely that this will not continue into the future.

Water quality

The NSW Government Beachwatch program measures the water quality at Bondi, Bronte and Tamarama Beaches. All of our beaches have been rated good. Despite this there are water quality issues at our beaches after rain due to stormwater run-off and also in our receiving catchments of Sydney Harbour and Centennial Parklands. Waverley Council manages Gross Pollutant Traps at our beaches.

Waverley Council has been actively working with Sydney Water to connect the remaining areas in Watsons Bay, Vaucluse and Rose Bay that aren't connected to the sewerage treatment system so that untreated effluent no longer enters the coast at Diamond Bay and near to Eastern Reserve.

Coastal Management

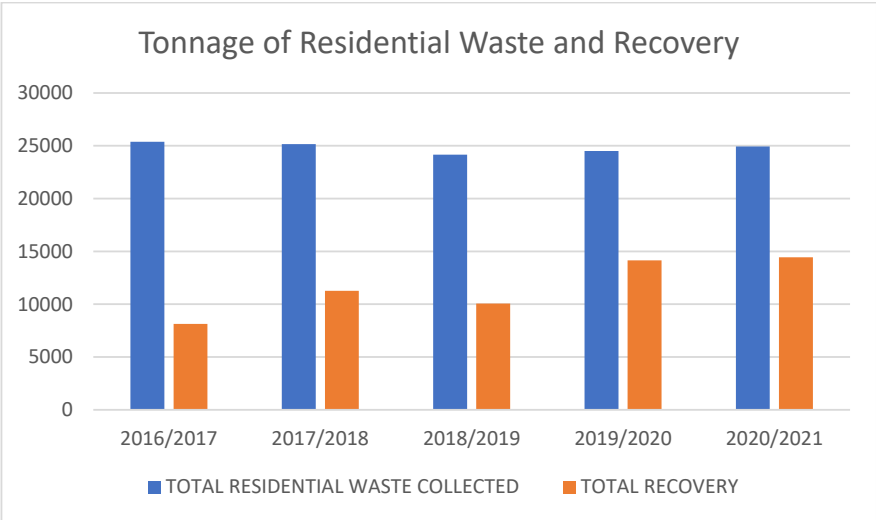
Over coming decades our Beaches will experience development, population and visitation increases, and climate changes. These will impact coastal assets, water quality, local biodiversity, and amenity, and place increasing pressures on local resources. In 2020 in collaboration with Randwick and Woollahra Council, an Eastern Beaches Coastal Management Plan (CMP) Scoping Study was completed. Council is now progressing to the development of a comprehensive CMP, to ensure Council can sustainably manage our coastline in to the future.

5. Sustainable Waste



Since 2016/17 to 2020/21 Council has been able to increase the total waste recovery, that is, diversion from landfill from 32% to 58%. As of July 2017, Council’s kerbside red-lid bin waste, including food waste, has been processed through a new Mechanical and Biological Treatment (MBT) facility at Woodlawn whereby the organics material in the red bin is able to be extracted and resued for land remediation. This is on top of the resource recovery that occurs through the use of the garden organics (green bin), paper and recycling (blue bin) and plastics and containers (yellow bin) waste streams. This is one of several landfill diversion strategies that Council is undertaking in order to meet our target resource recovery rate of 75% by 2020. The MBT has allowed Waverley to increase our recovery rates to 58%.

Council has also been actively working with the community to promote the circular economy and reduce the amount of waste and recycling being generated.



Moving towards a Circular Economy

In 2019, Council completed its first roads made from recycled soft plastics, glass bottles and printer toner as part of Council's circular economy roadmap to reduce waste sent to landfill. Council has re-sheeted sections of Blair Street, North Bondi and Henrietta and St Thomas Streets, Bronte with Reconophalt, an innovative asphalt product composed of materials that would otherwise likely end up in landfill, stockpiled, or as a pollutant in the local environment. Each tonne of Reconophalt contains around 800 soft plastic bag and packaging equivalents, 252 glass bottle equivalents, toner from 18 used printer cartridges and 300 kilograms of reclaimed asphalt pavement.

Recycling Improvement Program

The Recycling Improvement Program targeting apartment buildings with waste infrastructure, education and support has more than halved contamination rates, leading to better recycling outcomes. Since its inception in 2018, the program was delivered to more than 120 buildings, reaching 4900 households. For each building, bin room signage, posters, stickers and a separate containers and 890 sets of reusable recycling bag to store recyclables were delivered. In 2020-21 the program resulted in a 74 per cent reduction in contamination in the container recycling bin (yellow lid bin) and 70 per cent reduction in the paper and cardboard recycling bin (blue lid bin).

Diverting Problem Waste From Landfill

Council provides problem waste recycling through stations and drop off events. Problem waste stations are located at the Library and Customer Service Centre as well as two at Rose Bay Secondary School and Waverley College. Publicly accessible locations recycle batteries, mobile phones, printer cartridges, light globes, x-rays, fluorescent tubes, and oral care products.

From 2017 to 2020, Council has offered electronic waste drop off events, and in 2021 expanded the list of accepted items to include bulky cardboard, textiles, polystyrene, globes, fluorescent tubes, household batteries, medical scans (x-rays and CT scans), mobile phones and accessories. Since 2017, 75.5 tonnes of large e-waste have been diverted through seven events delivered between July 2017 and June 2021 and 2234 people attended.

Council also offers safe collection and disposal of sharps at six chemists. In 2020-21, Council collected 300 kg of sharps.

Preventing and reducing litter

Annual litter audits were conducted at Bondi, Bronte and Tamarama beaches. There has been a trend of litter reduction over the past 12-years at Bondi Beach. The average litter count on the beach per 48 square metres reduced to seven in 2020 from 16 in 2009. The most littered beach was Bondi, followed by Bronte and then Tamarama. Beach walls had the highest accumulation of litter, the centre second and the foreshore was the least littered area of all beaches.

Each summer, Council implements a litter prevention program that involves community engagement, infrastructure improvement and enforcement activities in litter hotspots. In 2018, the Plastic Free Bondi campaign resulted in a 50 per cent reduction in takeaway packaging litter on Bondi Beach. In 2020, the Being Litter Smart in Bondi program achieved an 83 per cent reduction of packaging litter by volume.