



W A V E R L E Y  
C O U N C I L

## **COUNCIL MEETING**

### **ATTACHMENTS UNDER SEPARATE COVER**

**7.00 PM, TUESDAY 15 FEBRUARY 2022**

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## ATTACHMENTS

### **CM/7.7/22.02 Delivery Program 2018-22 - Six-monthly Progress Report**

1	Six-monthly Progress Report (July-December 2021) .....	2
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### **CM/7.8/22.02 State of our City Report 2017-2021**

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# SIX MONTHLY PROGRESS REPORT (1 July 2021–31 December 2021)



# INTRODUCTION

Welcome to Council's Six-Monthly Progress Report.

The Progress Report sets out progress on the delivery of the activities contained in the Council's Operational Plan 2021–22 and Delivery Program 2018–2022.

These documents are based on the Waverley Community Strategic Plan 2018–2029 and are part of the Integrated Planning and Reporting Framework required under the Local Government Act 1993.

The report sets out many of the highlights of the last six months of the financial year and shows that Council made significant progress in implementing its Operational Plan objectives. Highlights include work on the Bondi Pavilion Restoration and Conservation Project. This project has advanced well and is on track for completion in April 2022.

Council has also significantly advanced work on the Bondi Junction Cycleway and Streetscape Upgrade, with works completed in Oxford Street, Denison Street, Spring Street and Bronte Road

Council's leadership in sustainability initiative was recognised by external agencies. Adaptations to Residential Building Design, the second report from Council's Future Proofing Residential Development to Climate Change Project, found heating and cooling of buildings can be improved for Waverley residents through existing methods such as building materials, window glazing and improved shading.

The report responds to the alarming findings from Council's initial project report which showed that as

the number of warm days increase, cooling needs for houses and apartments may surge by over 300% by 2070. The Project won the Planning Disruptor Award at Greater Sydney Planning Awards.

COVID-19 has continued to impact the Council significantly. Measures have been taken to keep staff and the community safe (e.g. personal protective equipment, COVID-safe rostering), public health order compliance has been a major focus and some events and activities have had to be cancelled or held in online formats. Community support programs for businesses and vulnerable communities have been provided.

Further achievements and project milestones are reported in the pages that follow. Alongside the projects highlighted, Council has continued to deliver its range of services to the community – from waste and recycling services to roads, footpaths and stormwater through to Library services and parks and facilities. These projects support in making Waverley a great place to live.

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# OPERATIONAL PLAN ACHIEVEMENTS

Six Monthly Progress Report 1 July 2021-31 December 2021

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## 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.



Six Monthly Progress Report 1 July 2021-31 December 2021

# 5 KEY HIGHLIGHTS

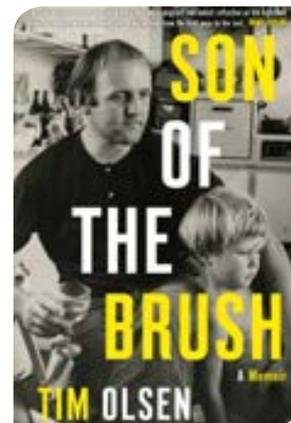
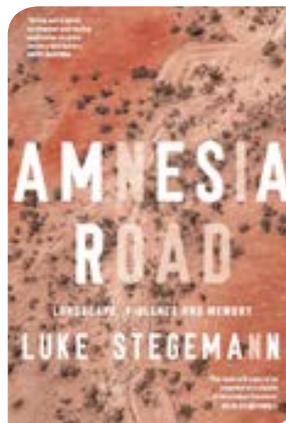
## WAVERLEY ART AND CULTURAL PLAN IMPLEMENTATION

Multiple actions in the Waverley Art and Cultural Plan were implemented during the reporting period. Relationship with Gujaja Foundation progressed to support recognition of Indigenous cultural heritage in our public spaces (Bondi Story Room, Bondi Pavilion public artwork, naming of new spaces in Bondi Pavilion). Bondi Memorial was completed and implementation of Public Art Masterplan progressed. Partnerships continued with Head On Foundation, Waverley Woollahra Art School, and Red Room Poetry. Operating models were determined for Bondi Pavilion and Boot Factory. Development of Bondi Pavilion Housewarming Program is in progress. Street Art Policy was prepared. Digital events such as Nib Award and monthly Classic Hits Concerts were organised. Funding was secured from Department of Planning, Industry and Environment to support Summer Nights activations.



## 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 2021, Queensland’s Luke Stegemann won the Mark and Evette Moran Literary Award, and accompanying \$20,000 prize, for his work *Amnesia Road: Landscape, violence and memory* (NewSouth Publishing). The popular Nib People’s Choice Prize (\$2,500) was awarded to art identity and Woollahra gallery owner Tim Olsen for *Son of the Brush: A memoir* (Allen & Unwin).



The 2021 finalists were:

- *Only Happiness Here: In Search of Elizabeth von Arnim* - Gabrielle Carey (UQP)
- *The Winter Road: A Story of Legacy, Land and a Killing at Croppa Creek* - Kate Holden (Black Inc)
- *A Letter to Layla: Travels to Our Deep Past and Near Future* - Ramona Koval (Text Publishing)
- *The Believer: Encounters with Love, Death & Faith* - Sarah Krasnostein (Text Publishing).

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Waverley Library

### FESTIVAL OF PLACE SUMMER NIGHT FUND

NSW Government Festival of Place Summer Night Fund Program grant was secured for Silent Disco tours in March 2022. The program supports the delivery of free activations or events that enliven public spaces in the evening or at night. Funding application was submitted to the Australian Government Restart Investment to Sustain and Expand (RISE) Fund to support Bondi Pavilion opening and Bondi Festival 2022.

### COMMUNITY EVENTS AND FESTIVALS

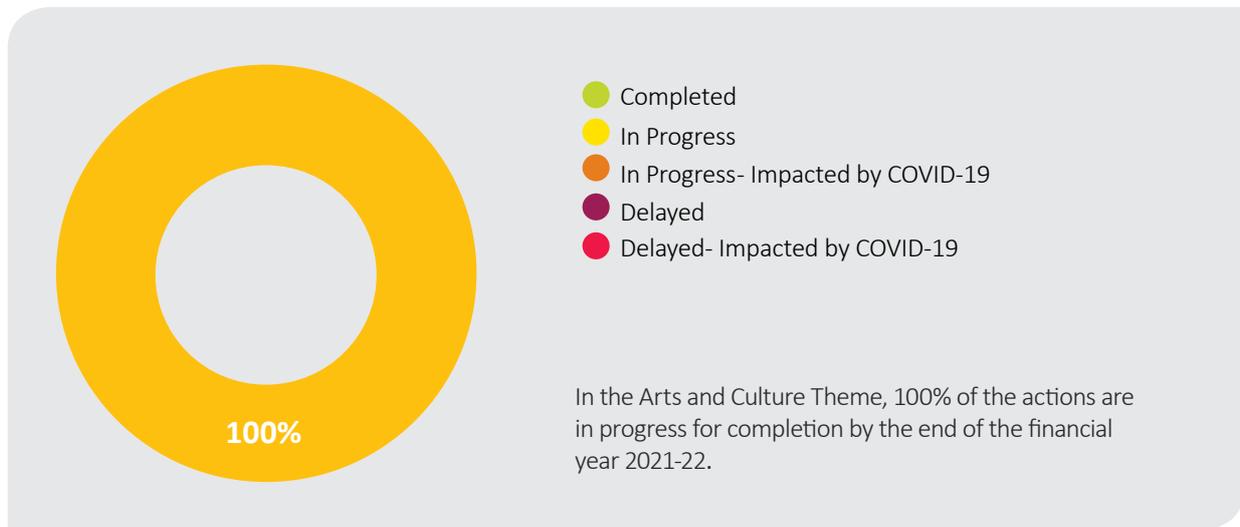
A range of community events and festivals were organised during the reporting period. They include Bronte House Garden Open Day event, Head On Photo Festival at Bondi Beach and Park, Chanukah events, and "Joy to the World", 10 sessions of festive Carols pop-up music performances in Bondi Junction

Bondi Story Room digital design process is in progress, including the development of a microsite to house the online research database, community portal and provide accessibility features. Contract is in place and work underway with Gujaga Foundation for Indigenous research and cultural permissions. Design and curation of Bondi Story Room corridors is in progress. Volunteer team of eight people support research work. Approximately 315 stories are currently drafted.

### CREATIVE AND EDUCATIONAL PROGRAMS

Waverley Library delivered 150 online programs during COVID-19 lockdown including sketching, collage, children’s craft and cooking. Programs offered included one on one tech help sessions, author talks, discussion groups, Higher Secondary Certificate lectures, and early literacy.

## 7 ARTS AND CULTURE





# COMMUNITY SERVICES AND WELL-BEING

We have a strong focus on not leaving anyone behind and fostering a sense of belonging and pride. We aim to be at the forefront of reforms and a progressive leader in addressing complex social issues, working with the community to ensure their well-being. The Community Services and Well-Being Theme in the Waverley Community Strategic Plan 2018-2029 focuses to build a vibrant, caring, resilient and inclusive community.



# 9 KEY HIGHLIGHTS



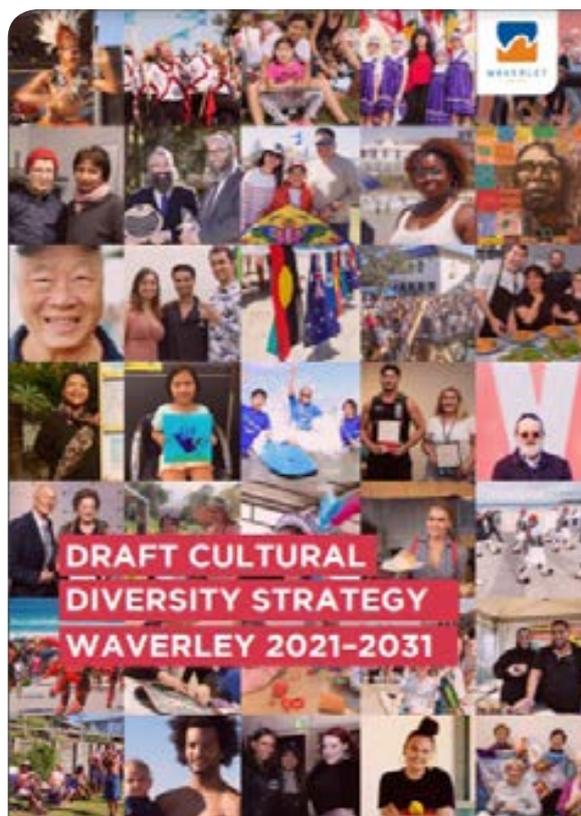
Welcoming recently settled Afghan families and individuals

## PICNIC DAY FOR AFGAN FAMILIES

Council hosted a picnic day in December 2021 at Bondi Beach for Afghan families and individuals who recently settled in Australia after being evacuated from the conflict in Afghanistan. Council partnered with Settlement Services International's (SSI) Welcome Project to host the visit to help the new arrivals, who include young children.

## CULTURAL DIVERSITY STRATEGY

In October 2021, Council launched the Cultural Diversity Strategy 2021-2031. The strategy outlines the actions that the Council will take over the next decade to building a welcoming, cohesive and resilient community where people of all cultural backgrounds can belong and participate in social, cultural, economic and civic life. The strategy was developed with input from the community and Council's Multicultural Advisory Committee, in collaboration with local stakeholders, representatives from local organisations, and peak bodies.



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### BONDI MEMORIAL

In October 2021, Mayor of Waverley, Paula Masselos and Chief Executive Officer of LGBTQ+ health organisation ACON, Nicolas Parkhill, officiated over the unveiling of Rise: The Bondi Memorial at Marks Park, Tamarama. The Bondi Memorial is dedicated to the gay and transgender people who were targeted in homophobic and transphobic attacks from the 1970s to 1990s in Sydney and is a result of a collaboratively managed program between the Council, ACON and UAP.

### PARTNERSHIP INITIATIVES

Interagency and collaborative meetings continue to be held online. Heatwave protocol implementation and Annual Street Count coordination planning are in progress. Council convened with headspace to facilitate access to education support resources for young people with mental health issues affecting learning and post-school transition.

### TRANSITION TO HIGH SCHOOL FORUM

Principals Forum- Transition to High School for Vulnerable students online forum was delivered in August 2021, 100 people participated and the project is a partnership with NSW Department of Education, NSW Health School Link and Randwick Council.

Services for Seniors were modified during COVID-19 related closure, including some online classes with programs anticipated to resume at the theatre in mid-January 2022. Return of staff and programs to Mill Hill is expected in mid-2022.

### EARLY CHILDHOOD SERVICES

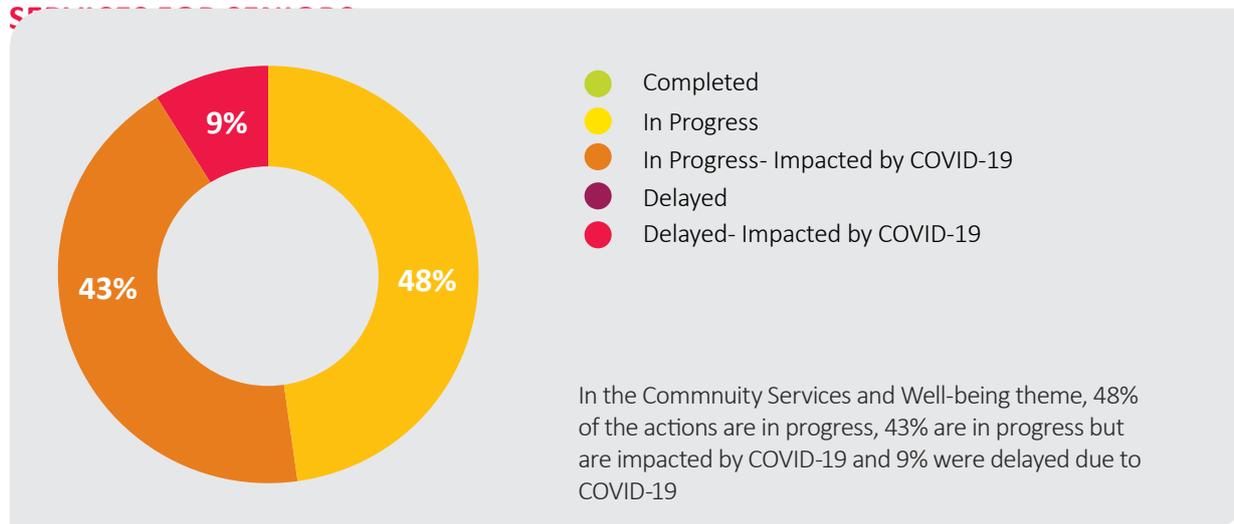
Early childhood services continued to be fully accessible to local families throughout the lockdown. Family Support regular Zoom drop in sessions for families and newsletter for information sharing of programs and services are in place. Waverley Community Living Program provided online services and limited one to one support for participants. Mid term audit was successfully completed.

### DISABILITY INCLUSION ACTION PLAN(DIAP) AND RECONCILIATION ACTION PLAN (RAP)

DIAP community consultation is in progress. The RAP Advisory Committee met twice during this period. Continued engagement with the Gujaga Foundation around co-naming and local stories. Council was successful in securing four more traineeships through the Elsa Dixon Aboriginal Employment program for 2022.

### COMMUNITY SERVICES AND WELL-BEING

#### SERVICES FOR SENIORS





## RECREATION AND OPEN SPACES

We have about 10 hectares of open space used by 74,000 residents; 27,000 workers; and over 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. As such, providing recreation and open public spaces is incredibly important.

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.



# 12 KEY HIGHLIGHTS



Barracluff Park

## BARRACLUFF PARK UPGRADE

Upgrade works undertaken at Barracluff Park and Playground included:

- New multi play equipment
- New nature play
- New hard court for sport activities
- New furniture
- New landscaping
- Lighting upgrades.

- Installing new park furniture
- Improving pedestrian access into the playground.

Construction was completed in August 2021.

## WAVERLEY INCLUSIVE PLAY STRATEGY

Waverley Inclusive Play Strategy recently received a national award for excellence under National Strategy Planning category from Parks Leisure Australia. The Strategy guide our approach to planning, upgrading and maintaining play spaces over the next 15 years. The Play Space Strategy establishes an appropriate vision for the future of play spaces in our LGA and defines the actions needed to meet the needs of the community. The strategy demonstrates Council's dedication and commitment to inclusive play and includes the use of suitable materials to improve access.



Marlborough Reserve Playground

## MARLBOROUGH RESERVE PLAYGROUND UPGRADES

Marlborough Reserve Playground upgrade included:

- Installation of new playground equipment, rubber softfall and natural and imaginative play spaces
- Installaton of new garden beds and trees including an advanced 4.5m high Fig tree and additional trees to replace the loss of the large Fig

## OPEN SPACE DESIGN AND CONSULTATION

Onslow Street Reserve design, consultation and documentation were completed. Construction works are planned to commence early 2022. Belgrave Street Reserve design and first stage consultation were completed. Consultation of final design is in progress. Waverley Park stage one design was completed.

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Waverley Park

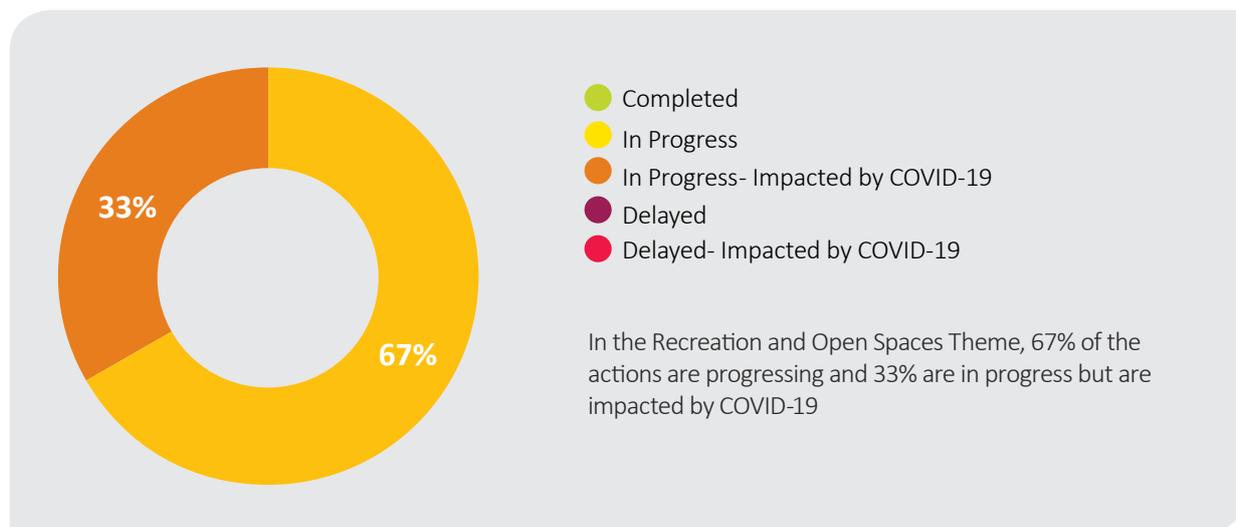
### WAVERLEY PARK PLAN OF MANAGEMENT AND MASTERPLAN

In October 2021, Council consulted the community to gather feedback on the draft Plan of Management (PoM) for Waverley Park. Stage 1 of the consultation was open until 22 November. Community members were provided opportunities to provide feedback on a

new play space, fitness station upgrade and an indoor cricket net training facility.

The feedback received will help the Council better understand what the community enjoys about the park, how the space is used, who is using it, how people get there, and where it could be improved.

### RECREATION AND OPEN SPACES



In the Recreation and Open Spaces Theme, 67% of the actions are progressing and 33% are in progress but are impacted by COVID-19

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# 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 also 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.



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# 15 KEY HIGHLIGHTS

## OUTDOOR DINING POLICY

In October 2021, Council unanimously voted to outline a policy for outdoor dining as local businesses begin their recovery after lockdown.

Council unanimously resolved:

That Council notes:

- The NSW State government’s temporary measures to support al fresco dining
- Initiatives by the City of Sydney, Inner West and Woollahra Councils to provide al fresco dining activities
- Understands there is confusion in the business sector about the process to gain Council approval for al fresco dining activities
- Officers prepare a report for submission to the next Council meeting which:
  - Outlines a policy for al fresco dining, drawing upon initiatives from other Sydney councils
  - Clarifies the process for business to apply to Council for such approvals.

Council worked with Service NSW to deliver Temporary Al Fresco Dining Guidelines which commenced in December 2021 to support businesses fastrack the application process for outdoor dining.

Council officers are in the process of preparing an expression of interest submission to the NSW Government’s Streets as Shared Spaces grant program for the Council to trial initiatives that strengthen the amenity, accessibility and economic vitality of our shopping and dining precincts.

## JOBS AND INNOVATION STRATEGY

Preparation of Jobs and Innovation Strategy is in progress and is expected to be finalised in 2022.

## WAYFINDING SIGNAGE

The Bondi to Manly Walk is rich in Indigenous heritage and includes four iconic Australian landmarks, the Sydney Harbour Bridge, Sydney Opera House and our two most famous surf beaches- Bondi Beach and Manly Beach. Wayfinding signage for Bondi to Manly and other Waverley walks was prepared for installation in early 2022.



Bondi Beach

## BUSINESS RESOURCE CENTRE

Council developed a Business Resource Centre, a one stop shop for business needs from finding grants to the latest business indicators, information and resources.



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## CHRISTMAS ADVERTISING CAMPAIGN

Council coordinated a local scooter campaign to support shopping local during the festive period.



Christmas Advertising Campaign

## COMMERCIAL CENTRE OCCUPANCY

Council conducts an audit twice yearly to measure occupancy trends and the industry mix at each commercial centre. This is currently measured at ground level. 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 that is currently: 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 St (Bronte)
- Bronte Beach
- Rose Bay.

# 17 SUMMARY OF FINDINGS

## OCCUPANCY RATES

The following information is a summary of information for all of Waverley as of October 2021:

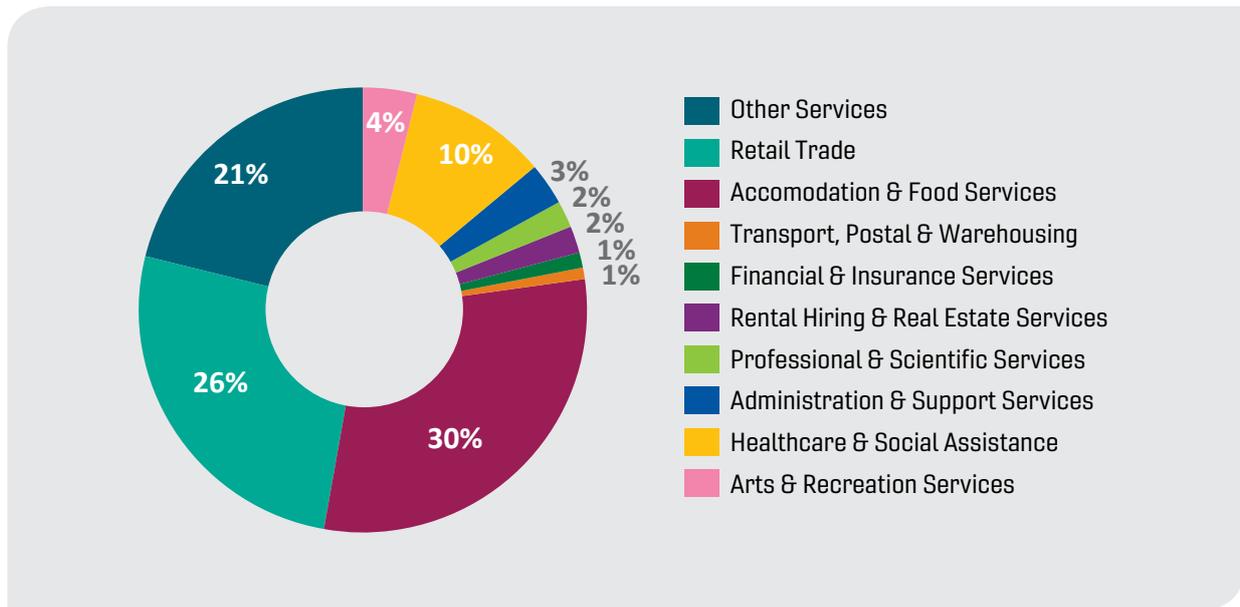
Commercial Centre	Occupancy % February 2020	Occupancy % August 2020	Occupancy % February 2021	Occupancy % October 2021	
Charing Cross	88.0	89.2	86.4	86.7	↑
Macpherson Street	91.3	92.0	88.1	90.7	↑
Bondi Road	94.7	94.6	93.1	93.9	↑
Bronte Beach	100	100	100	100	—
Rose Bay	95.2	94.1	92.6	92.6	—
Bondi Junction	90.0	88.8	86.3	85.4	↓
Bondi Beach	92.2	90.2	91.7	92.3	↑
<b>Waverley (average)</b>	<b>93.0</b>	<b>92.7</b>	<b>91.2</b>	<b>91.7</b>	<b>↑</b>

# 18 SUMMARY OF COMMERCIAL CENTRES

## INDUSTRY MIX

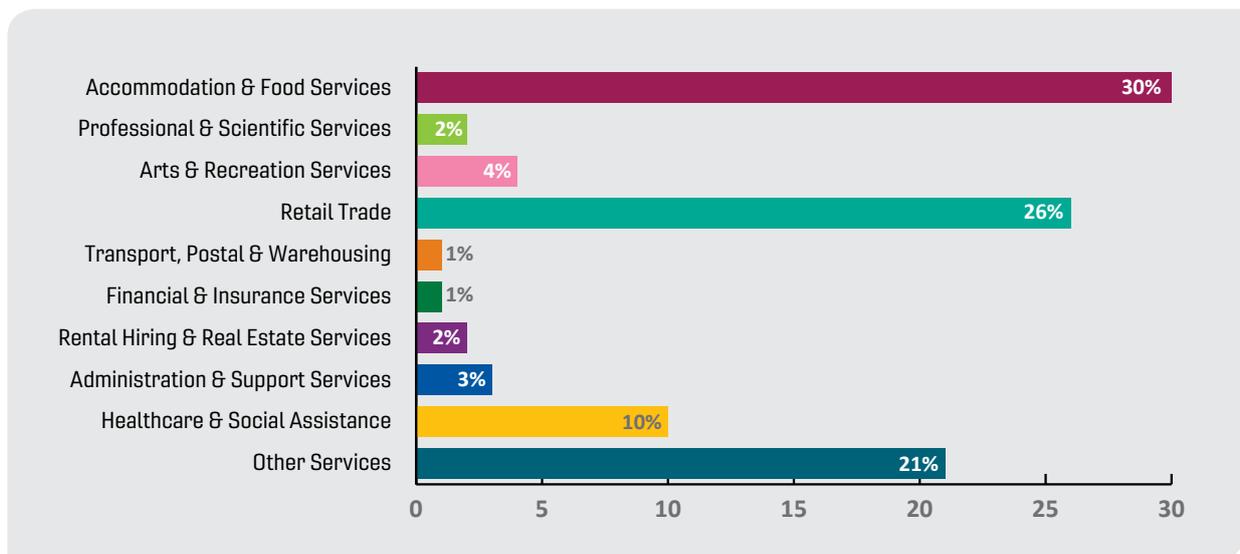
### Top three industries:

1. Accommodation & Food Services (30%)
2. Retail Trade (26%)
3. Other Services (21%)



## TENANCY MIX

### Bondi Junction

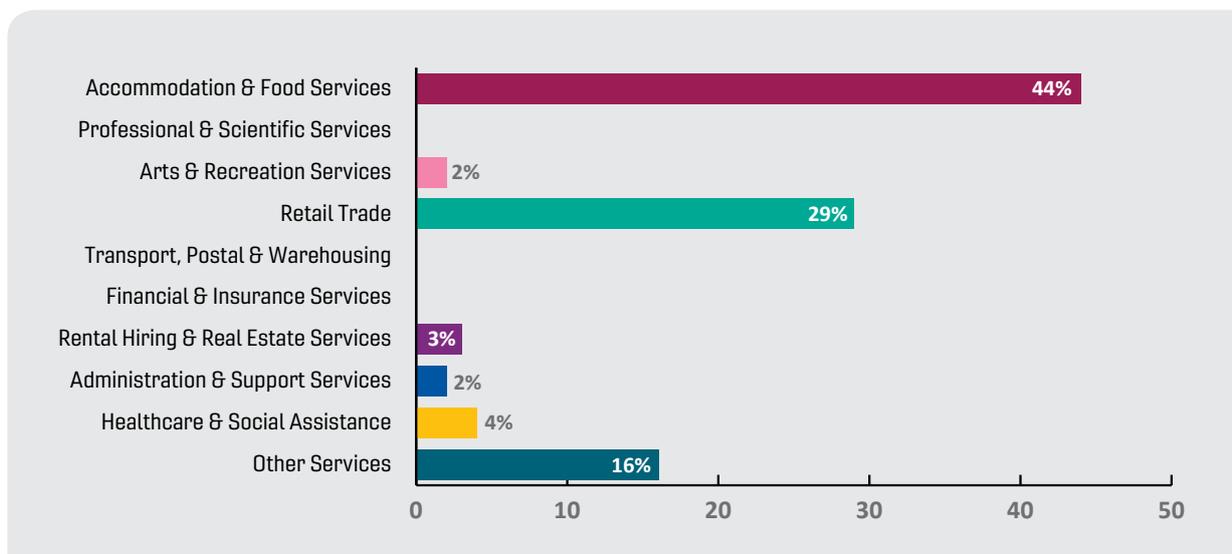


# 19 SUMMARY OF COMMERCIAL CENTRES

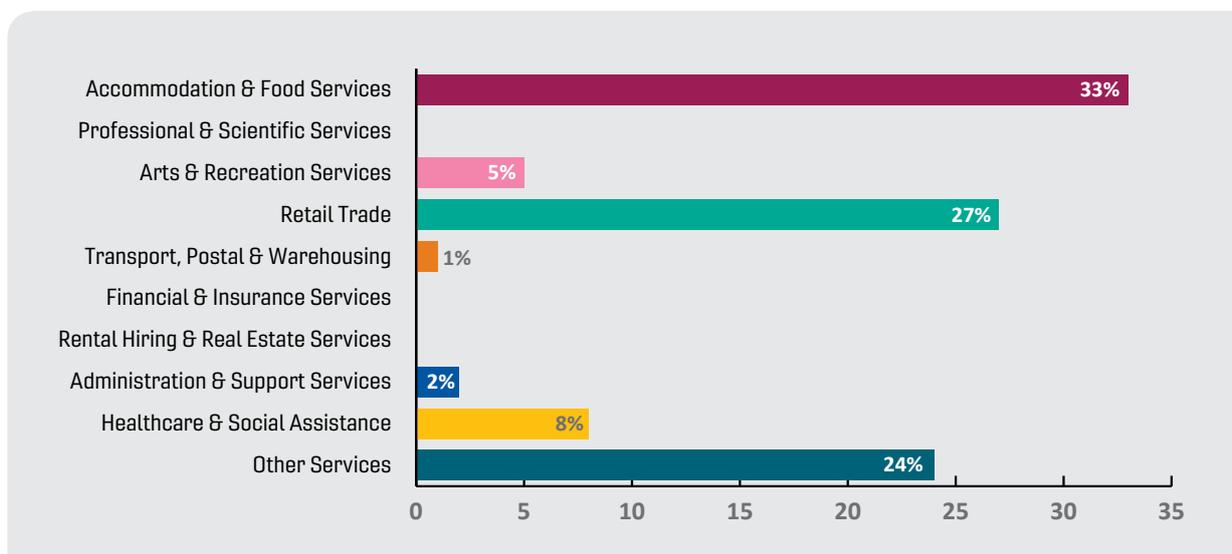
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## TENANCY MIX

### Bondi Beach



### Bondi Road

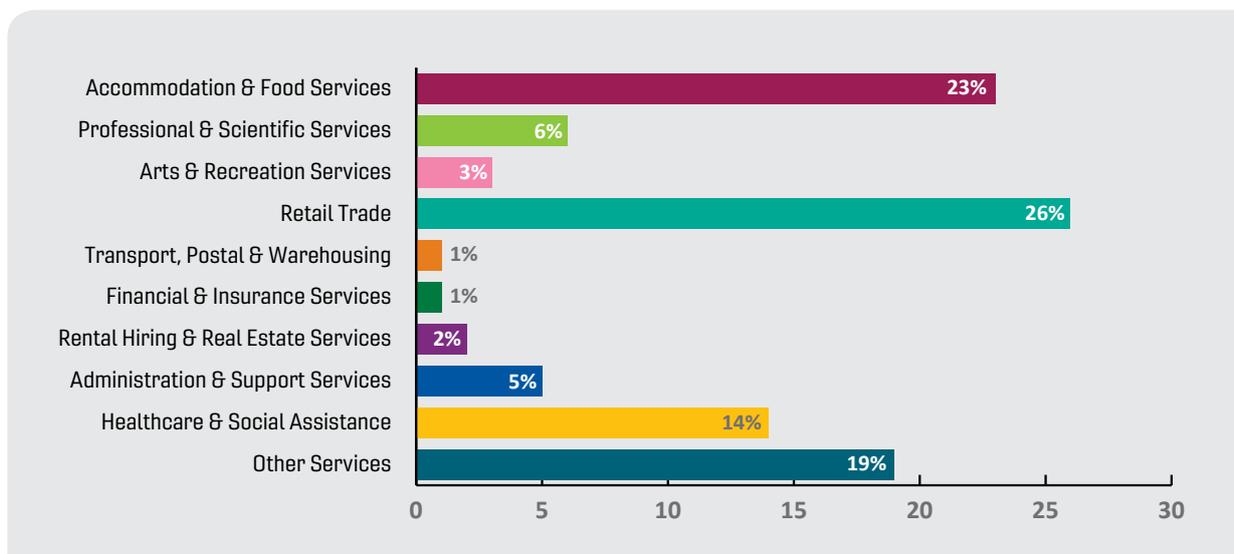


# 20 SUMMARY OF COMMERCIAL CENTRES

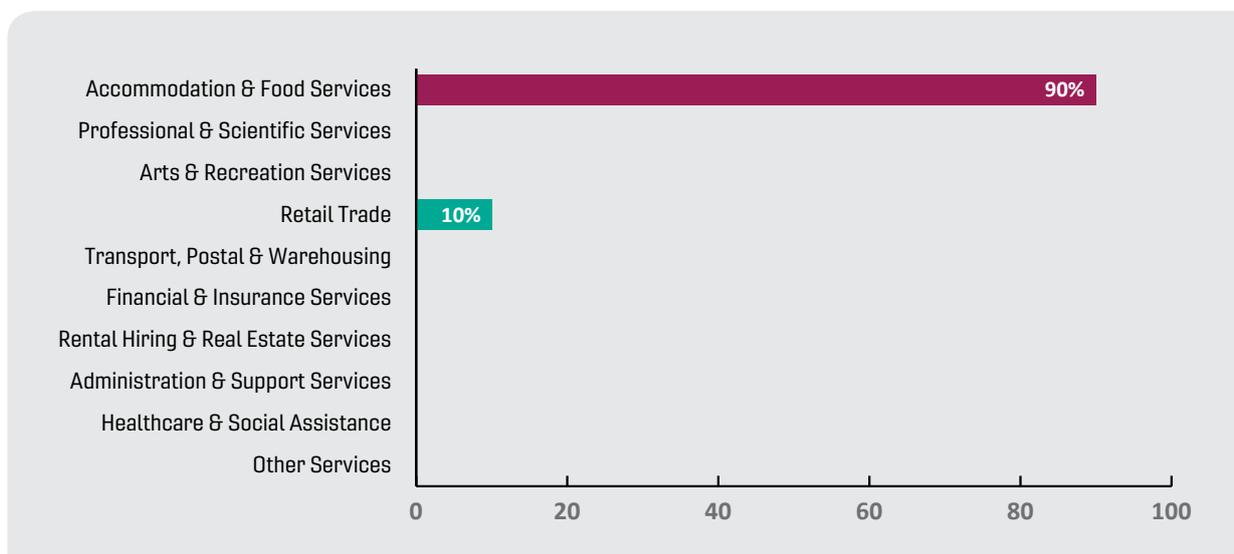
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## TENANCY MIX

### Charing Cross



### Bronte Beach

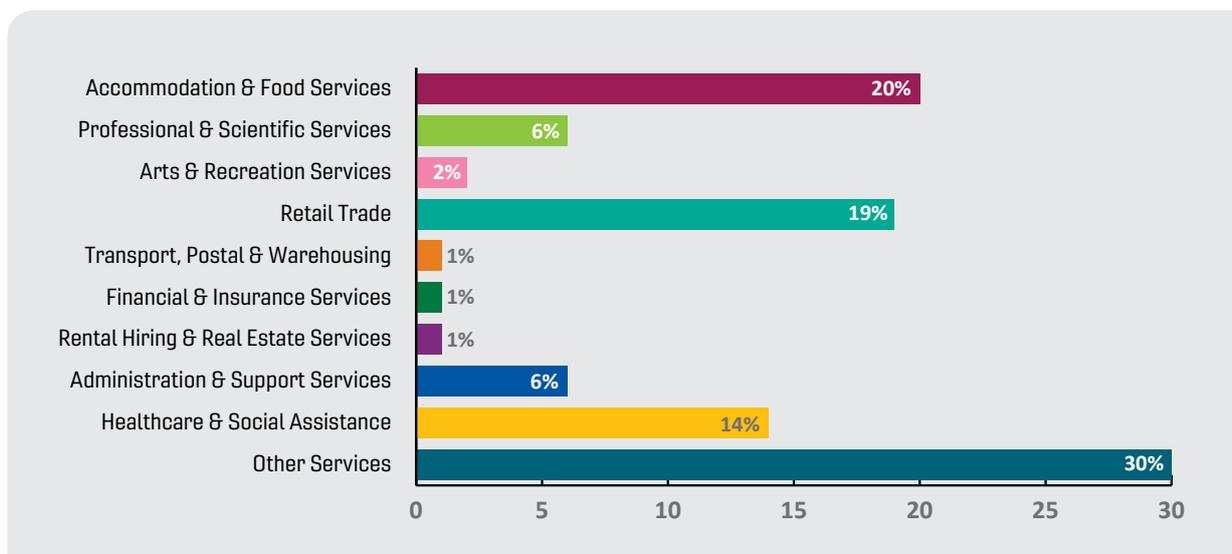


# 21 SUMMARY OF COMMERCIAL CENTRES

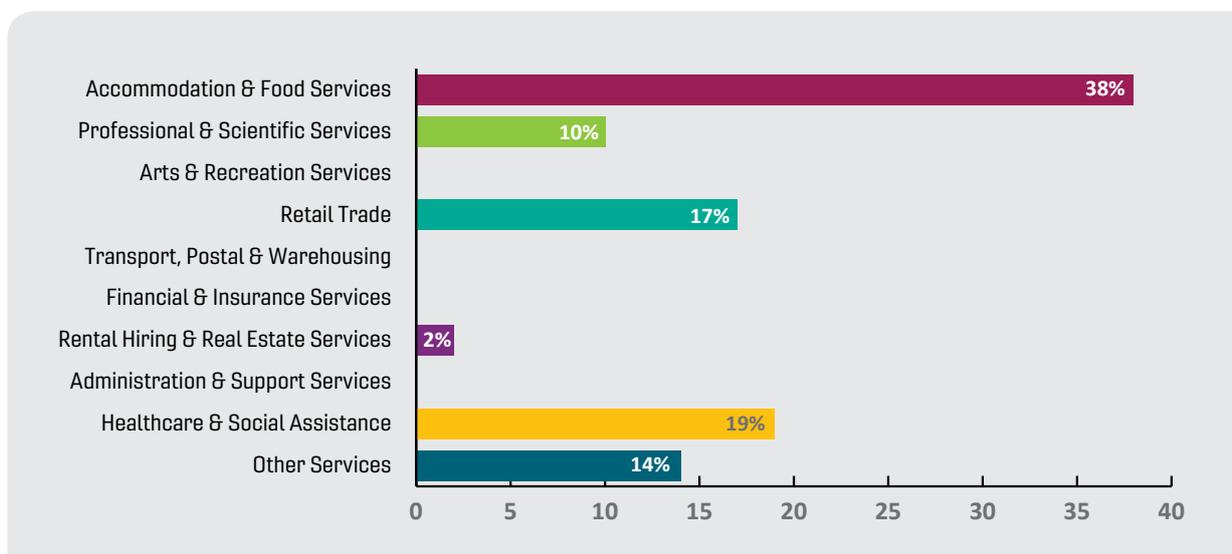
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## TENANCY MIX

### Rose Bay

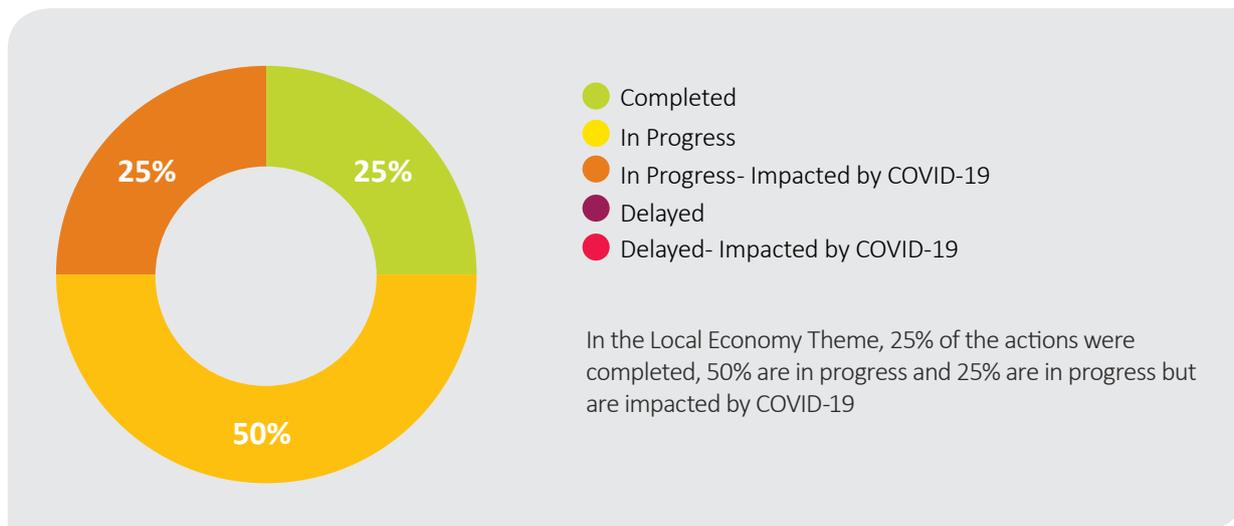


### Macpherson Street



## LOCAL ECONOMY

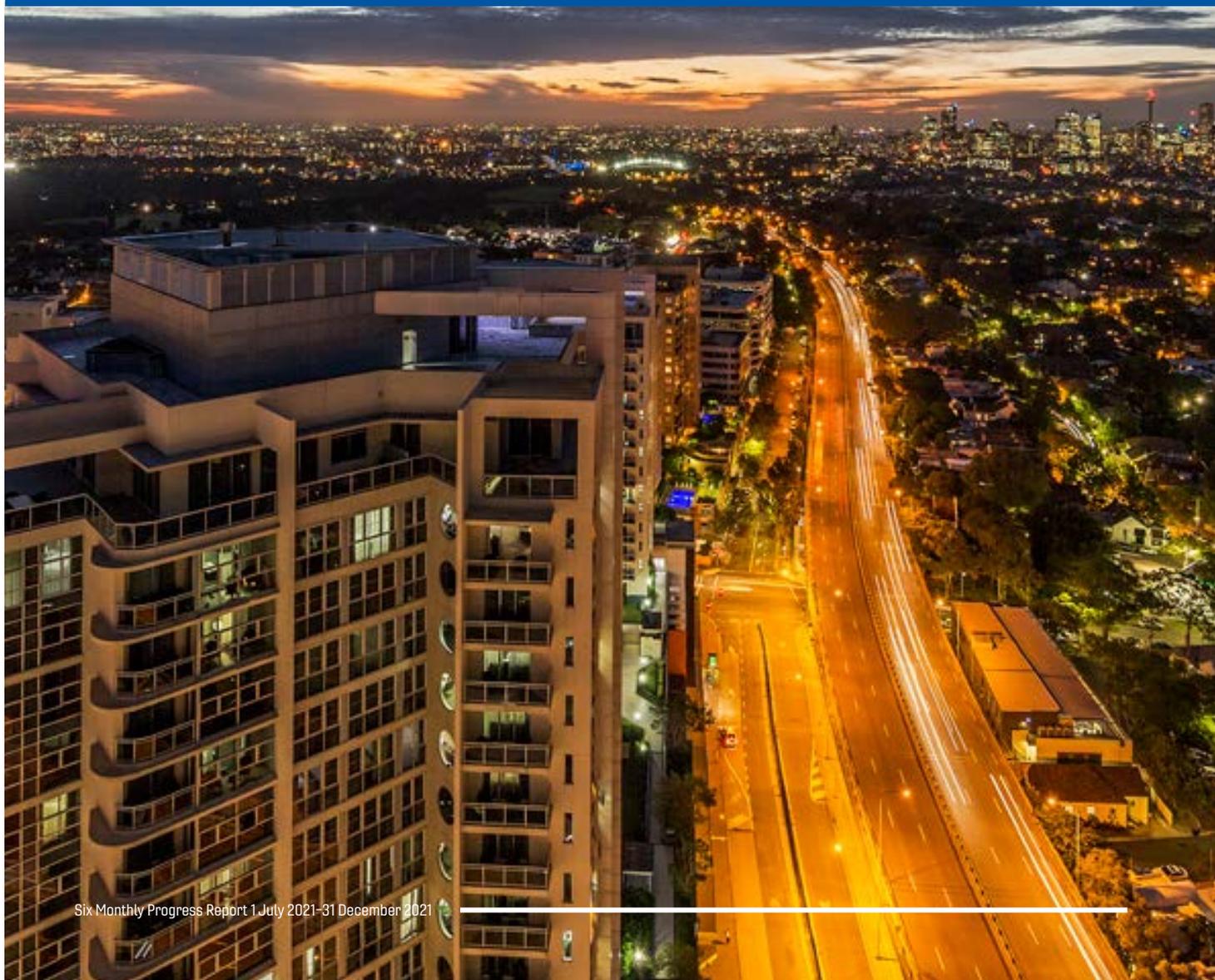
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# PLANNING, DEVELOPMENT AND HERITAGE

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.



# 24 KEY HIGHLIGHTS



Strategy Planning Project Phases

## DRAFT WAVERLEY LOCAL ENVIRONMENTAL PLAN 2022

Council is exhibiting a planning proposal seeking to establish the new Waverley Local Environmental Plan 2022. This document will replace the existing Waverley Local Environmental Plan 2012 and implement some planning priorities and actions of the Waverley Local Strategic Planning Statement (LSPS) and key recommendations from the Bondi Junction Urban Design Review Update 2020 (BJUDR Update), Our Liveable Place Centres Strategy (OLP) and the Future Proofing Residential Development to Climate Change study.

The proposed Waverley LEP 2022 provides minor updates to the 2012 LEP. The majority of the strategies and studies undertaken to inform the new LEP found that the existing LEP already implements many of the requirements of the Greater Sydney Region Plan. Therefore, the Waverley LEP does not need widespread planning change to meet the desired future vision. In fact, many of the proposed changes aim to provide greater protections for the existing character of the area. Most properties across Waverley will not be noticeably impacted. The existing maximum building height and floor space ratio controls for all properties will remain the same, and only some information on the Land Reservation Acquisition, Land Use Zone and Active Street Frontages maps is proposed to change.

Preparation of LEP forms part of an important strategy planning project that has been staged over four years between July 2018- July 2022.

The project involves the development of a new strategic plan:

- The Waverley Local Strategic Planning Statement (WLSPS) complete
- A Community Participation Plan complete
- The comprehensive review of the Waverley Local Environmental Plan 2012 (WLEP) current
- Waverley Development Control Plan 2012 (WDCP) 2022

## HOUSING STRATEGY AND AFFORDABLE HOUSING CONTRIBUTION SCHEME

Waverley Local Housing Strategy was adopted by Council. Affordable Housing Contribution Scheme PP was prepared and forwarded to Department of Planning, Industry and Environment for Gateway. Council has sought a planning review since the Gateway was refused.



Charing Square Planning Proposal

### CHARING SQUARE PLANNING PROPOSAL

Community consultation of the Charing Square Planning Proposal commenced in December 2021. The planning proposal area encompasses 203-209 and 223-227 Bronte Road, and 94 Carrington Street (Whitten Family Land), 229 Bronte Road (Reece Site 1), 231 Bronte Road and 98 Carrington Road (Reece Site 2), and 211-213 Bronte Road (Legions Club) in Waverley. The Charing Square Planning Proposal seeks to amend the Waverley Local Environmental Plan 2012. The changes include an incentivised maximum (increased) permissible floor space ratio (FSR) and the maximum permissible height of buildings (HOB) on each of the six

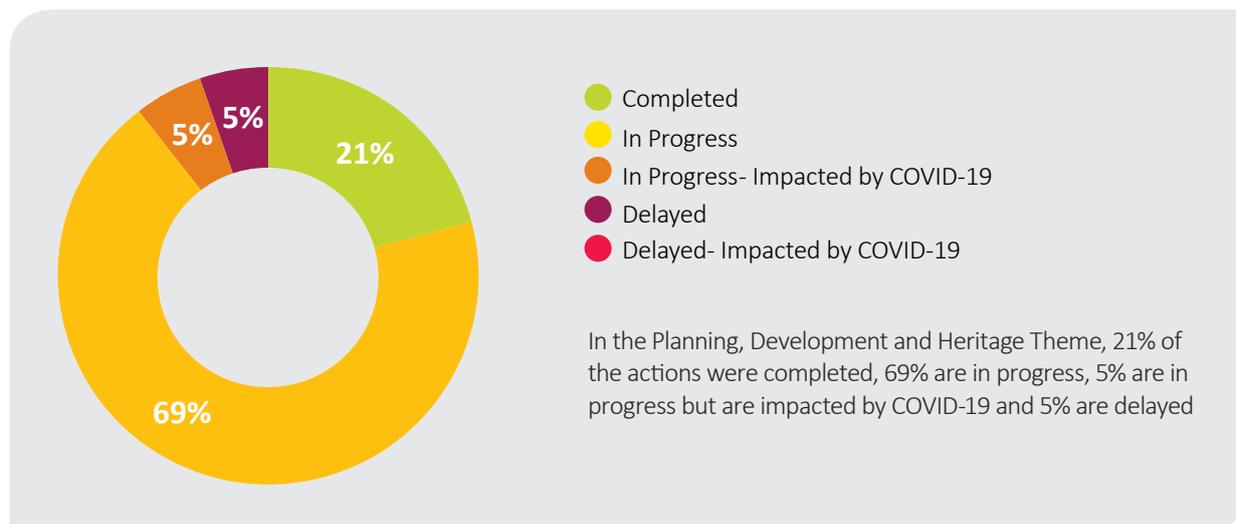
sites. This would allow for a greater yield of commercial and residential floor space.

Council has been authorised as the local plan-making authority. This means Council will use community feedback received on the Planning Proposal, Design Guide and other accompanying documents available during the public exhibition, and the recommendations of Council officers to make the final decision to support or not support the FSR and HOB amendments sought.

### WAVERLEY HERITAGE ASSESSMENT

Waverley Heritage Assessment was adopted in part. Final component will be finalised in 2022.

### PLANNING, DEVELOPMENT AND HERITAGE



In the Planning, Development and Heritage Theme, 21% of the actions were completed, 69% are in progress, 5% are in progress but are impacted by COVID-19 and 5% are delayed



# 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.



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## 27 KEY HIGHLIGHTS



Artist's impression of the Bondi Junction Cycleway

### BONDI JUNCTION CYCLEWAY AND STREETScape UPGRADE

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.

The cycleway travels through Bondi Junction commercial centre, linking Oxford Street, Syd Einfeld Drive and Bondi Road to an existing cycleway at the north eastern corner of Centennial Park.

The streetscape upgrade includes:

- Improved safety with new signalised crossings
- Planting 50 new trees
- New street lights
- Street furniture
- Garden beds
- Replacing the roads, paving and footpaths
- The installation of a bi-directional cycleway.

Works were completed at the following locations:

- Oxford Street West of St James Road
- Oxford Street between Denison Street and St James Road
- Spring Street, between Newland Street and Denison Street, Denison Street, between Spring Street and Oxford Street
- Spring Street between Newland Street and Bronte Road
- Bronte Road between Ebley Street and Oxford Street.

Bondi Junction Cycleway and Streetscape upgrade are in its last stages of delivery.

### SHAREBIKE TRIALS

Trial parking locations for sharebikes were trialled at Bondi Junction and Bondi Beach. To date 24 parking locations were identified for sharebikes.



Queens Park Cycleway

### QUEENS PARK CYCLEWAY

Council has worked with Centennial Parklands and Randwick Council to develop a pedestrian and cycling path along Queens Park between York Road and Carrington Street. Centennial Parklands is responsible for the delivery of this project which is funded by Transport for NSW. Work commenced in November 2021 and is due to be completed early 2022. This cycleway is a key connection to Waverley and provides a link to continuous safe cycleway to the city

engagement to understand community riding habits, and ideas for the next iteration of the plan.

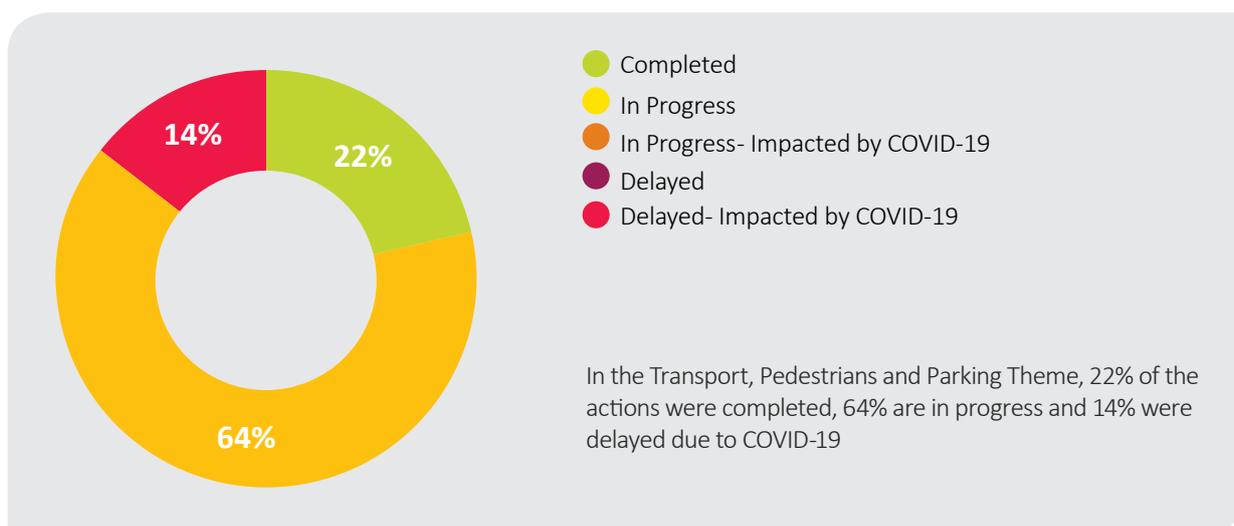
### PUDO PROJECT

The PUDO Project was completed and demonstrates how Council can create innovative solutions in partnership with shared transport providers and reinstate Council Management of parking and traffic congestion on Council controlled roads in a more environmentally sustainable way. The project will continue to be monitored by TfNSW and will inform the TfNSW approach to managing shared transportation especially ride share.

### BICYCLE STRATEGY AND ACTION PLAN

Preparation of the new Bicycle Strategy and Action Plan commenced in August 2021 with community

### 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.



## 30 KEY HIGHLIGHTS



Artist's impression of the Bondi Pavillion restoration

### BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

The conservation and restoration work on the historic Bondi Pavilion is progressing towards completion. Recent highlights include completion of the Pavilion roof tiled with 33,000 terracotta tiles. To ensure that the building will be sustainably powered by renewable energy, 217 solar panels were installed on the Pavilion roof. Leveraging the 217 recently installed solar panels on the Pavilion roof and the associated energy storage systems, energy-modelling estimates that 71% of the Pavilion's energy needs will be supplied by green energy. The solar panels will not only will lead to lower operational emissions and benefit the environment but will also reduce operational costs of the building. These activities will enable the Pavilion to become a more sustainable gathering place for the community, for future generations.

Over December 2021 and into 2022, internal fit-out of the Pavilion and external landscaping works will be progressed. This includes activities for the internal

fit-out of the Pavilion Gatehouse, the Art Gallery and the Theatre. Works have also begun on forming and landscaping the courtyard, marked by the delivery and planting of 42 palm trees in and around the Pavilion. Activities are also underway to improve the front of the Pavilion, along Elizabeth Drive, providing easier and safer access to the building and space for outdoor dining.

Council has announced the names of the new commercial tenants taking up residence in the iconic Bondi Pavilion when the heritage beachside venue reopens in 2022. Following a tender process, the tenancy for the Pavilion's café/restaurant (Shop 4) site was awarded to House Made Hospitality. The restaurant, Bondi Promenade, will be an all-day dining venue. The tenancy for the Pavilion's café (Shop 3) site was awarded to Good Atelier founder Aaron Crinis and team. Glory Days Bondi, will feature an all-day venue. The tenancy for the retail (Shop 2) site was awarded to retail clothing brand Between the Flags (Aust) Pty Ltd operator.

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The Council’s restoration includes:

- A spacious new art gallery
- Flexible cultural spaces housed within a new ‘Bondi Story Room’
- A community radio station
- Two dining venues (a restaurant and a café)
- Larger Pottery Studio including a second kiln
- New toilets, showers and a family and accessible bathroom and change space
- Expansive refurbishments and upgrade to all the Pavilion’s unique existing rooms
- Landscaped internal courtyard spaces
- New grand entrance to the north and creating additional east-west connections through the Pavilion
- Better connection from Campbell Parade to the beachfront.



Artist's impression of the Bondi Pavillion restoration (image by Tonkin Zulaikha Greer)

### WAVERLEY CEMETERIES WEBSITE

Council launched a new Waverley Cemeteries website catering to the needs of cemetery families as well as residents and visitors with interactive maps of burial locations, a dedicated ‘stories’ section and details of history and heritage walking tours.

Council operates Waverley Cemetery on the Coast Walk, Bronte and South Head General Cemetery, Vaucluse. Both cemeteries are State Heritage listed for its association with a number of high-achieving, famous and notable people from literary, business, arts, political and sporting worlds.



Artist's impression of the Glenayr Streetscape Upgrade

### GLENAYR AVENUE STREETScape UPGRADE

Glenayr Avenue was identified as a street with high pedestrian activity due to its close proximity to the beach, schools, presence of public transport, mixed commercial and residential area. The existing conditions along Glenayr Avenue contains some deficiencies regarding pedestrian safety and comfort. These include:

- Non-compliant kerb ramps
- Narrow footpaths
- Trip hazards
- Large crossing distances
- Reduced sight lines at pedestrian crossings and intersections
- Poor lighting.

This project proposes the following treatments to improve pedestrian safety and experience along Glenayr Avenue:

- Continuous footpaths at intersections. These treatments are proposed to level with the footpath and include garden beds. This will emphasise pedestrian presence in the area, increase sight lines and rectify kerb ramp compliance
- Replacement of cracked footpaths
- Self-enforcing 40km/h for vehicles, introduction of traffic devices, trees
- Renewal of street lighting.

This concept design was developed from feedback from previous consultations and several Council-endorsed strategies, including the Community Strategic Plan, Environmental Action Plan, Strategic Asset Management Plan, Our Liveable Places Centres Strategy, and People Movement and Places.

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### CLIFFTOP WALKWAY

In September and October 2021, Council invited community feedback on its development application (DA) to upgrade the Clifftop Walkway at Eastern Reserve, Dover Heights and Diamond Bay Reserve, Diamond Bay. Among the works proposed in the DA is the creation of four new viewing platforms and the relocation of the existing Diamond Bay viewing platform to capture coastline views in a safer location.

The DA also proposes:

- Replacement of boardwalk along existing line, with the exception of Diamond Bay, where a section of boardwalk will be shifted landward in the interest of safety
- Replacing existing boardwalk at Diamond Bay Reserve and extension of Eastern Reserve boardwalk with low boardwalks at either end over uneven surfaces to prevent erosion and trip hazards
- Replacing existing picket fencing with bollards and seating at Lancaster Road, Bulga Road, Eastern Avenue and Oceanview Avenue to improve visibility and access
- Replacing existing picket fencing at George Street entry with Council Coastal fence with locked gate for remnant vegetation maintenance access (signage directing pedestrians to nearby Bulga Road/Lancaster Road entries)
- Replacing deteriorating sections of existing fencing with Council Coastal fence to improve safety
- Protecting and expanding low-level healthy existing indigenous vegetation
- Bins at entry points to reduce litter.

This upgrade project is funded by the NSW Government through the Public Spaces Legacy Program.

### BRONTE CUTTING PERMANENT FOOTPATH

In September 2021, Council has completed its safety upgrade of Bronte Cutting including a permanent continuous footpath through Calga Place and up to Macpherson Street, Bronte. The permanent footpath was installed to improve pedestrian safety and experience through the cutting which forms part of the famed Bondi to Bronte Coastal Walk.



Bronte Cutting permanent footpath

The walk attracts around one million walkers each year and during peak times, as many as 500 pedestrians per hour use Bronte Cutting. The popularity of the walk resulted in the need to review some of the existing ‘weak spots’ for pedestrians – most notably the almost 130-metre stretch of Calga Place without a footpath.

The upgrade of Calga Place includes:

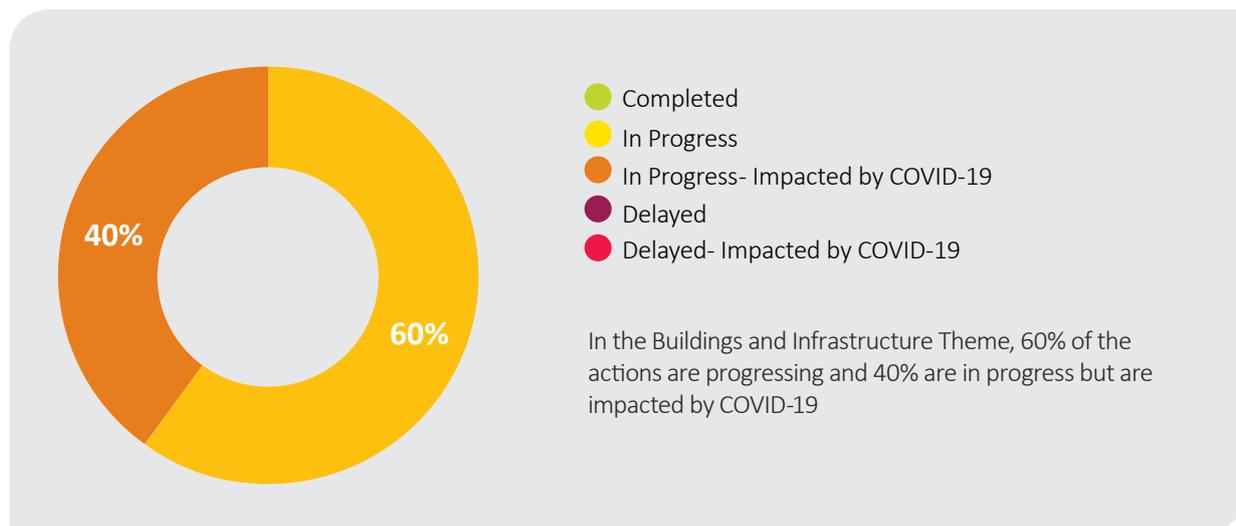
- Installation of new bins, speed humps and signage
- Landscaping
- Upgrading stormwater drains
- Re-sheeting and line-marking the road.



Bronte Cutting permanent footpath

## BUILDINGS AND INFRASTRUCTURE

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# 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.



## 35 KEY HIGHLIGHTS



Rodney Reserve

### BIODIVERSITY ACTION PLAN

Council prepared the Biodiversity Action Plan- Remnant Sites 2021-2030.

The Plan aims to increase and protect remnant vegetation in Waverley through planned actions at 13 sites where such bushland is present including: Diamond Bay Reserve, Raleigh and Rodney Reserves, Hugh Bamford Reserve, Williams Park, Tamarama Pacific Marine Drive and the Waverley Cemetery Cliffs. The plan was placed on public exhibition in August and September 2021. Council's previous Biodiversity Action Plan- Remnant sites had helped double the amount of remnant vegetation in good condition in Waverley since 2015.

### COUNCIL DECLARES NET ZERO CARBON EMISSIONS TARGET BY 2030

Council has become one of the first organisations in Australia to declare a target of net zero carbon emissions by 2030. Council will be able to meet the new target by purchasing 100% renewable energy, phasing out gas and switching to electric vehicles, whilst ensuring ongoing energy efficiencies.

Net zero emissions means that emissions that cannot be avoided must be eliminated by purchasing equivalent greenhouse gas removals. Council recently purchased

emission credits to cover last year's carbon footprint through internationally recognised accreditation systems which have sustainable development benefits such as biodiversity improvement.

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### SOLAR MY CLUB PROGRAM

North Bondi Surf Life Saving Club in Sydney’s east has become the first registered club in Waverley to go solar through a new program jointly created by Waverley, Woollahra and Randwick City Councils.

The 3-Council Solar my Club program is a new off-shoot of the Solar my School program which the three Councils established in 2016 to help schools make the switch to solar. More than 90% of schools in Sydney’s eastern suburbs have signed up to that program which was the first of its kind in NSW to help schools access affordable green energy.

The program is an example of how local organisations are investing in renewable energy solutions that make sense for their bottom line and for the environment. Currently, more than 20 organisations, including sporting clubs, synagogues, surf life saving clubs and others are participating.



Solar My Club Program

### LIVING CONNECTIONS PROGRAM

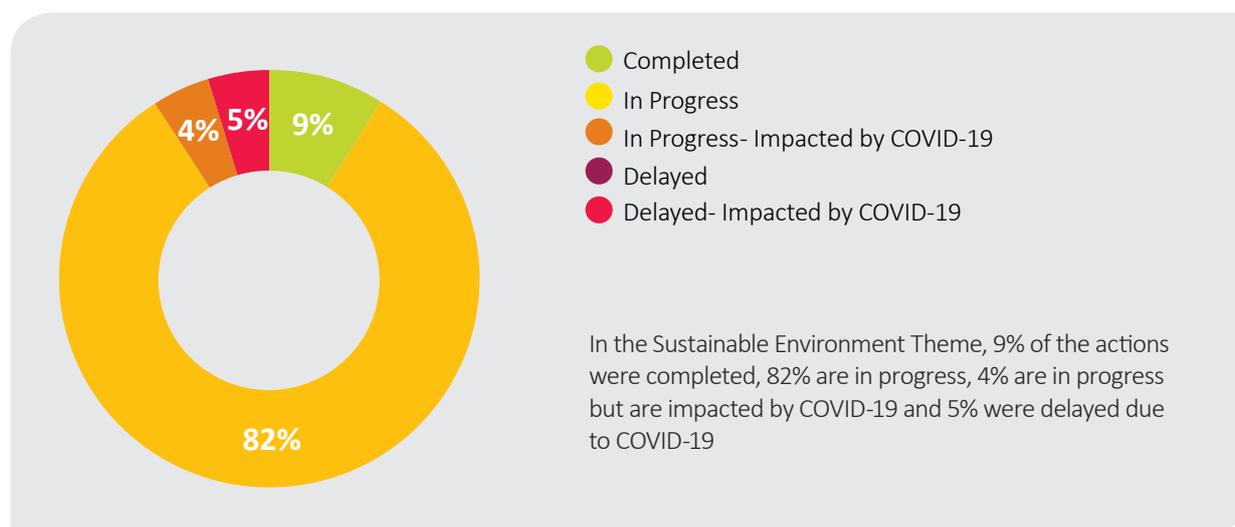
Council program, Living Connections aims to enhance local habitat and help create healthy gardens that thrive with life. Bronte and Tamarama have been recognised as target areas to bring back the Superb Fairy Wren and New Holland honeyeater and increase diversity of other small wildlife. In the last six months, the program in Bronte and Tamarama catchments engaged more than 150 households, ran three workshops and distributed plants to residents.

### NEW WAVERLEY COUNCIL CLIMATE REPORT

Adaptations to Residential Building Design, the second report from Council's Future Proofing Residential Development to Climate Change Project, found heating and cooling of buildings can be improved for Waverley residents through existing methods such as building materials, window glazing and improved shading. The report responds to the alarming findings from Council’s initial project report which showed that as the number of warm days increase, cooling needs for houses and apartments may surge by over 300% by 2070. The Project won the Planning Disruptor Award at Greater Sydney Planning Awards.

The Future Proofing Development to Climate Change Project has been assisted by the New South Wales Government and supported by Local Government NSW, Randwick and Woollahra Councils.

### SUSTAINABLE ENVIRONMENT





# SUSTAINABLE WASTE

Reducing and managing waste is a priority for us. From households, businesses and in 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.



# 38 KEY HIGHLIGHTS

## PROBLEM WASTE COLLECTION

Council has installed problem waste recycling stations at the Customer Service Centre and at the Library. In November and December 2021, 159 kgs of batteries, 153 kgs of ewaste, 40 cartridges, 31 globes and 121 x-rays were collected.



Problem waste recycling station

## TEXTILES AND EWASTE COLLECTION PROGRAM

Council is trialling textiles and ewaste collection program in 19 apartments.

Below are the details of textile and ewaste collected from these apartments for the period July to November 2021.



Textiles collection bin

Waste	July (kgs)	August (kgs)	September (kgs)	October (kgs)	November (kgs)
Textiles	489	752	140	610	764
Ewaste	48	97	23	93	108

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## PLASTIC FREE JULY

Plastic Free July is a global movement that helps millions to be part of the solution to plastic pollution. In 2021, Council delivered an online Plastic Free July series of webinars. Council supported BYO Cup Week (enviro grant recipient) to promote the waste avoidance event in December 2021.

## KNOW WASTE™ PROGRAM

The kNOw Waste™ program provides education on the concepts of sustainable waste management and how waste can impact the environment. Our aim is to foster sustainable habits for life. It is suitable for pre-schoolers, years K- 6 or school environmental groups and is tailored to fit the school's requirements. During the reporting period, Council delivered KnowWaste recycling education program to primary schools. Council also promoted NSW EPA Bin Trim program to eligible schools and businesses.



kNOw Waste™ Program

## WASTE IN PUBLIC PLACES POLICY AND GUIDELINES

The Waste in Public Places Policy establishes the framework for the use and placement of commercial and domestic waste/recycling and bins on land under the care and control of Waverley Council. This Policy is in accordance with the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979, the Protection of the Environment Operations 1997, and relevant regulations and guidelines.

Council developed the Waste in Public Places Policy and Guidelines to ensure our streets remain clean and litter free. They provide clear direction and expectations when presenting your waste for collection. Waverley community was engaged on the Policy and Guidelines in September and October 2021.

## PARTNERSHIPS TO REDUCE LITTER AND WASTE DUMPING

Council is continuing to partner with Collaboration for Impact to reduce litter, including supporting Plastic Free Bronte to undertake microplastic pollution sampling in November 2021. Collaboration with World Wide Fund for Nature to highlight impacts of cigarette butt pollution on marine environment is ongoing.

Work is progressing to engage with strata communities around responsible household item disposal, including Waste By-law webinar delivered in September 2021 and development of a range of new educational resources for in-buildings.

Six rangers were trained on surveillance training in partnership with the Sydney RID Squad.

## WASTE COLLECTION

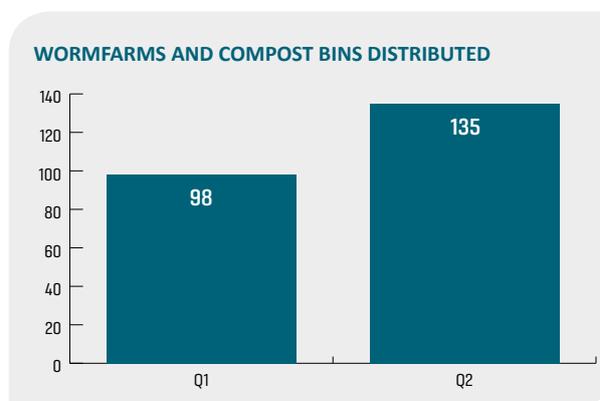
Collection service is continuing as an essential service. Council is continuing to work with its waste processing contractors to ensure optimal landfill diversion can be achieved under the current NSW regulations.

Waste diversion from landfill rates for general waste collected in Waverley are expected to improve significantly.

Implementation of a five-year pilot to use processed material recovered from Council's general waste for the rehabilitation of a tailings dam at a mine site is continuing

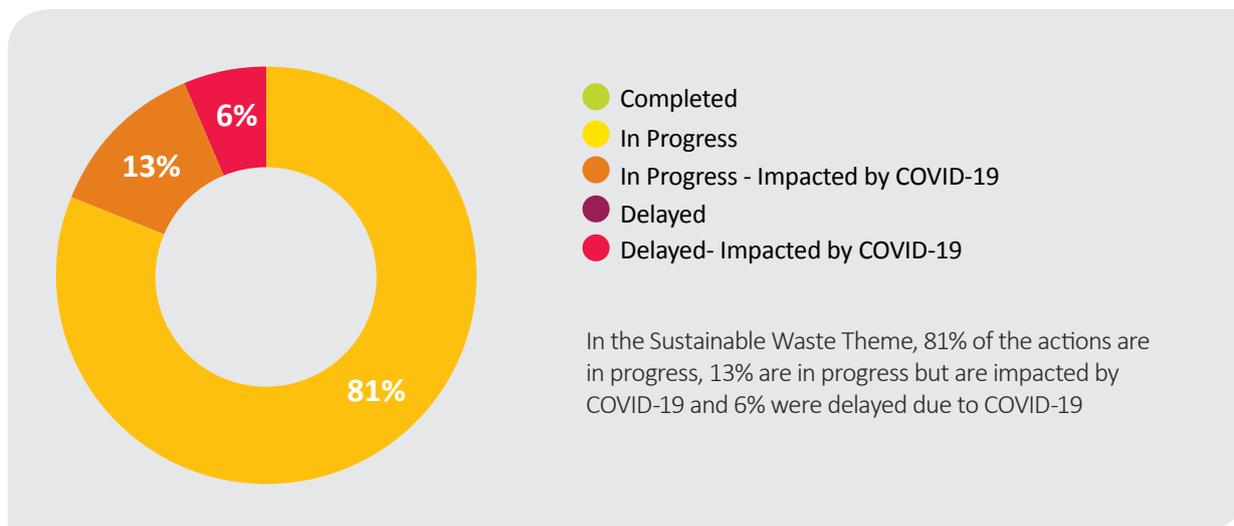
## COMPOST BINS AND WORM FARMS

In the first quarter of 2021-22, 98 compost bins and wormfarms were distributed and in the second quarter 135 compost bins and wormfarms were distributed to Waverley residents.



## SUSTAINABLE WASTE

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# CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement Theme in the Waverley Community Strategic Plan 2018-2029 aspires to be an ethical Council that delivers efficient service to our community, from 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.

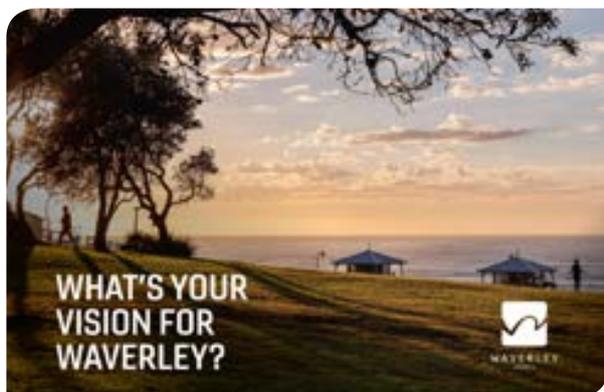


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# 42 KEY HIGHLIGHTS

## INTEGRATED PLANNING AND REPORTING

### Waverley Community Strategic Plan 2022 – 2032



Following each Council election, it's our responsibility to review our Community Strategic Plan (CSP). This year we are preparing a new Waverley CSP which will be adopted by Council in June 2022. This important plan will set out the Waverley community's vision for the next 10 years. The priorities that the community identify will guide Council in developing strategies and actions for the CSP.

Between July and November 2021, we heard from 350 Waverley residents between the ages of 4 and 70+ years old.

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

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

We heard from the community through:

- Online community survey
- Community workshops
- Focus groups
- LGBTQIA+ Roundtable

- Youth Summit
- Recruited citizens panel
- Engagement activities with preschool and primary school children.

The feedback received from the community will inform the preparation of the next iteration of Waverley Community Strategic Plan, Delivery Program and Operational Plan.

### Asset Prioritisation



North Bondi kid's pool

Council is responsible for infrastructure and other assets in our local government area. These include a range of roads, cycleways, sports fields, community facilities, playgrounds, living infrastructure, coastal pools and amenities blocks. Council's aim is to ensure our assets are operated, maintained, renewed and upgraded in the most cost effective and sustainable way. We manage this through our Strategic Asset Management plan and Environmental Action Plan.

In preparation of the next iteration of the Strategic Asset Management Plan and Environment Action Plan, the community was engaged to understand what community priorities are for the future through surveys and deliberative panel discussions. The feedback received will help to inform the development of Council's next suite of documents.

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## COMMUNITY ENGAGEMENT

Although face-to-face engagement has been constrained, thorough engagement guided by the strategy is being delivered across many Council projects and activities including:

- Community Strategic Plan consultation
- Bondi Junction Cycleway Project
- Clifftop Walkway Upgrade DA and exhibition
- Waverley Park Plan of Management
- Draft Waverley LEP
- Charing Square Planning Proposal
- Glenayr Avenue Streetscape Upgrade.

## PRECINCT ENGAGEMENT

COVID-19 impacted Precinct operations and meetings were held online. Precincts continued to be engaged on strategic issues with staff presentations/workshops on major projects and strategy development, both at local Precinct meetings and at the Combined Precincts' meetings. Additionally, as a lead up to the Local Government elections in December 2021, Precinct Committees hosted 10 separate 'Meet the Candidate Panels' at their respective meetings, facilitating opportunities for local resident to participate in local democracy. Feedback from the Precincts during the reporting period has been very positive on the effectiveness of engaging through zoom meetings including the flexibility it provides allowing greater participation from a wider group of people.

## FRAUD AND CORRUPTION PREVENTION POLICY AND STRATEGY

The Fraud and Corruption Framework was prepared and endorsed by the Executive Leadership Team in October 2021. The purpose of this Policy is to specify, inform and educate on the responsibilities and obligations in preventing and reporting instances of fraud and corruption within Council, create awareness about what constitutes unethical conduct and reduce and prevent the risk of internal and external fraud and corruption.



Customer Service Centre

## CUSTOMER EXPERIENCE STRATEGY

In-depth interviews with customers identified through a selection of critical journeys, and feedback through a wider community survey were collected as part of the Customer Experience Strategy project. This information will be used to identify methods to gain insights into customer experience preferences and areas for improvement in services.

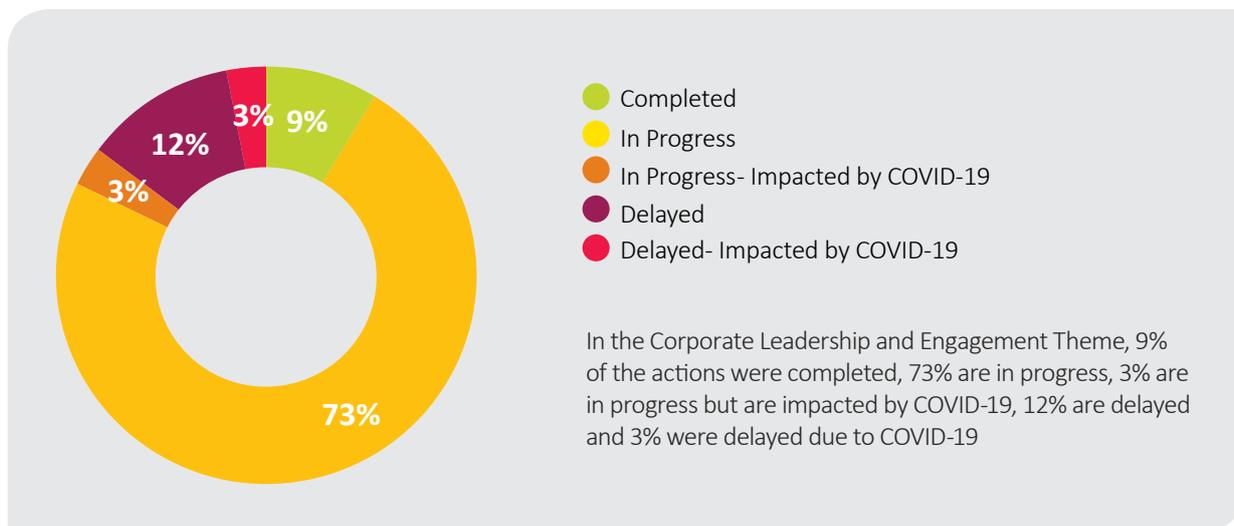
Internal and external engagement and surveys were completed. Feedback currently being reviewed with draft Strategy to be presented to Council early 2022. Customer Journey Mapping is being undertaken as part of the development of the Customer Experience Strategy. Customers were recently surveyed on their channel preferences, including online chat, and this information will inform the Customer Experience Strategy and Channel Strategy projects.

## PROCUREMENT POLICY AND PROCEDURE

The Executive Leadership Team approved the updated Procurement Policy in July 2021. Procurement procedures are currently being prepared.

## CORPORATE LEADERSHIP AND ENGAGEMENT

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# 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 re purposing 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.



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# 46 KEY HIGHLIGHTS



Artists's impression of Boot Factory and Community Centre

## BOOT FACTORY RESTORATION AND UPGRADE

Council is restoring and upgrading the Boot Factory and Mill Hill Community Centre. Council is transforming the former shoe making factory into a civic innovation hub.

The upgrade includes:

- 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.

Construction is in progress and is due for completion in 2022.

## LIBRARY STRATEGY

The Library aspires to position itself as a leading cultural and learning resource in the Eastern Suburbs through an inspiring, contemporary and relevant collection, thoughtful programming, quality service delivery and strategic promotions. Waverley has been redefining service delivery in response to new technologies and increased community expectations.

Community consultation to help us measure satisfaction with facilities and equipment, collections, programs, and services and seek to find out how we can continue to improve was completed. Preparation of draft Library strategy is in progress



Waverley Library

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### BORROWBOX

Waverley Library launched a new eresource called BorrowBox. BorrowBox is an easy to use platform that allows you to select and download ebooks and eaudiobooks to your computer or any mobile device.

BorrowBox has a wide selection of titles, including the latest releases, best sellers and lots of Australian and New Zealand titles.

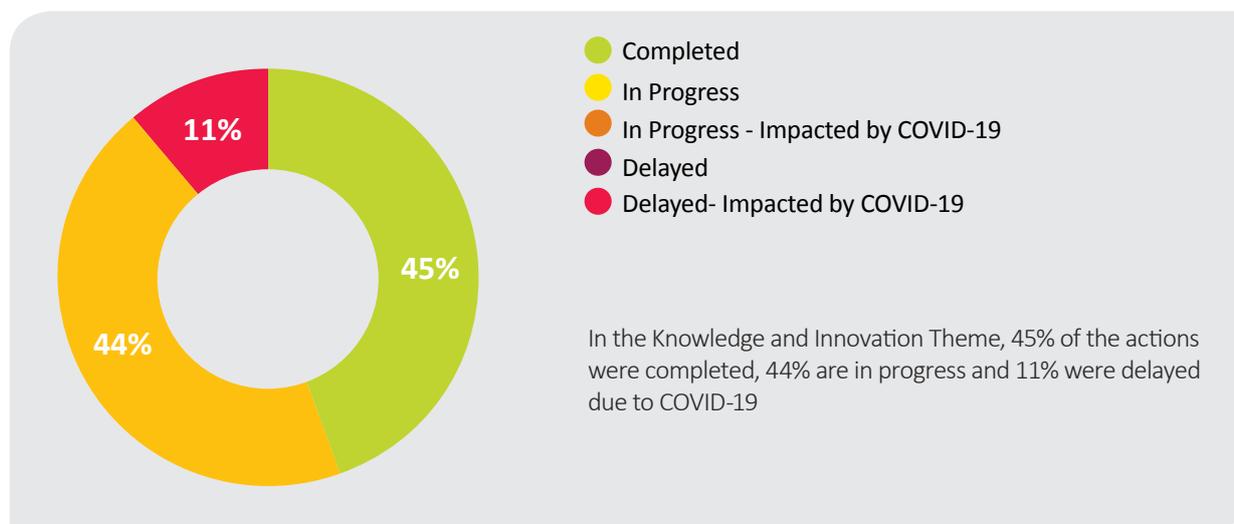
### SMART WAVERLEY STRATEGY 2023

The Smart Waverley Strategy 2023 is designed to transition Waverley as a community and organisation, into the future of smart technology. The strategy specifically delivers a program of actions focused on identified themes. The strategy links a range of necessary

elements to better position Waverley for a digital future. The program of actions capture three elements of Smart Cities at Waverley. Firstly, they include initiatives that have already been delivered but require integration of systems or data. Secondly, initiatives planned in the Waverley Community Strategic Plan 2018-2029 and other adopted strategies. Thirdly, it encompasses new initiatives that align with a range of community needs from education and sustainability to online services and transport.

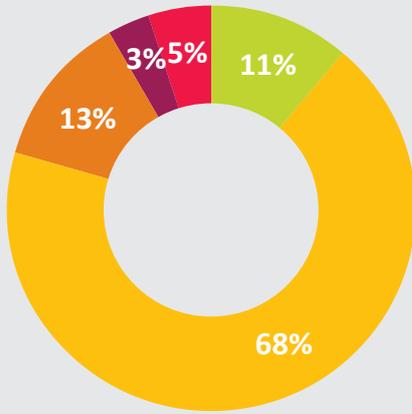
During the reporting period, Smart Cities Advisory Group and Governance Framework were formulated. Jobs and Innovation Strategy is being drafted and is expected to be finalised in 2022. Data sharing partnerships were established with Transport for NSW as part of the PUDO project.

### KNOWLEDGE AND INNOVATION



## OVERALL PERFORMANCE SNAPSHOT

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- Completed
- In Progress
- In Progress- Impacted by COVID-19
- Delayed
- Delayed- Impacted by COVID-19

Overall, 11% of the actions were completed, 68% are in progress, another 13% are in progress but are impacted by COVID-19, 3% were delayed and 5% were delayed due to COVID-19

# DETAILED PROGRESS AGAINST OPERATIONAL PLAN

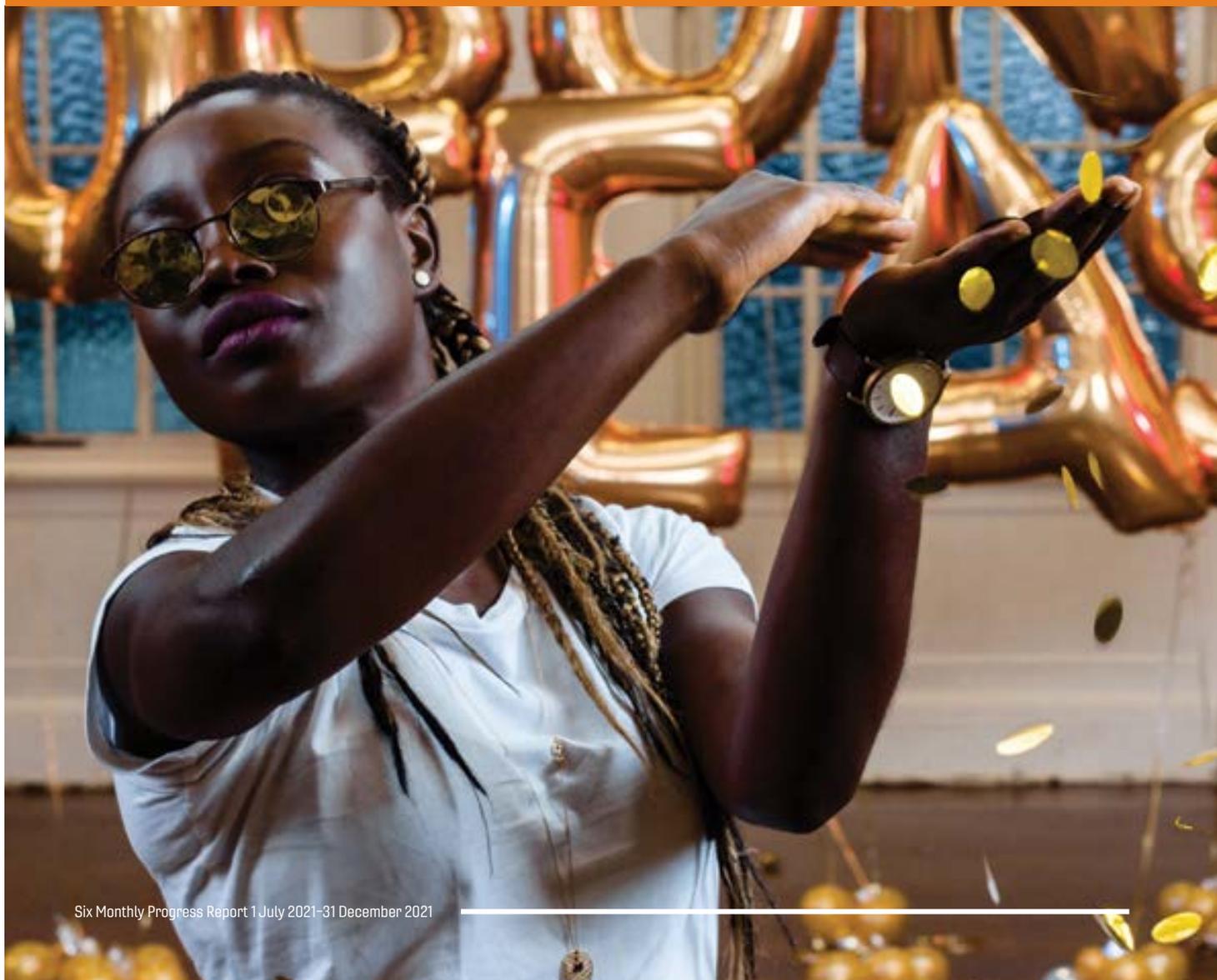
Six Monthly Progress Report 1 July 2021-31 December 2021

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## 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



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### Goal 1.1: Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary | cultural landscape

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Strategies	Deliverables	Activity	Status	Progress Comments
1.1.1 Develop and implement a Cultural Plan for Waverley that delivers a diverse range of integrated cultural activities	Implement a rich and diverse program of cultural activities across a range of creative and performing art forms	Finalise Waverley Cultural Plan and implement prioritised actions for 2021-22	●	Multiple actions in the Waverley Art and Cultural Plan were implemented during the reporting period. Relationship with Gujaja Foundation progressed to support recognition of Indigenous cultural heritage in our public spaces (Bondi Story Room, Bondi Pavilion public artwork, naming of new spaces in Bondi Pavilion). Bondi Memorial was completed and implementation of Public Art Masterplan progressed. Partnerships were established with Head On Foundation, Waverley Woollahra Art School, and Red Room Poetry. Operating models were determined for Bondi Pavilion and Boot Factory. Development of Bondi Pavilion Housewarming Program is in progress. Street Art Policy was prepared. Digital events such as Nib Award and monthly classic hits concerts were organised. Funding was secured from Department of Planning, Industry and Environment to support Summer Nights activations
	Build partnerships with key stakeholders and explore funding opportunities that support and enhance the cultural offering in Waverley	Partner with Commonwealth and State agencies to explore funding opportunities to contribute to the delivery of Waverley Cultural Plan	●	NSW Government Festival of Place Summer Night Fund Program grant was secured for Silent Disco tours in March 2022. The program supports the delivery of free activations or events that enliven public spaces in the evening or at night. Funding application was submitted to Australian Government Restart Investment to Sustain and Expand (RISE) Fund to support Bondi Pavilion opening/Bondi Festival 2022
1.1.2. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction	Deliver a diverse program of library activities that foster creativity	Provide creative library programs in online and face to face formats to suit the needs of the community	●	150 online programs were delivered during COVID-19 lockdown including sketching, collage, childrens craft, and cooking
	Deliver a broad range of learning programs that educate and inspire	Implement a range of learning opportunities and identify activities that will assist the community	●	Programs offered include one on one tech help sessions, author talks, discussion groups, Higher School Certificate lectures, and early literacy

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

### Continued - Goal 1.1: Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape

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1.1.3. Provide a diverse program of recreational and entertainment events that balance community and visitor expectations	Provide a broad program of Council-delivered civic and community events	Organise and deliver citizenship and other civic ceremonies	●	Citizenship ceremonies are continuing online until the Public Health Orders allow in-person ceremonies to resume
	Co-ordinate the delivery of externally managed flagship events	Adapt and deliver an annual program of community events and festivals in alternative locations while the Bondi Pavilion is unavailable during the restoration project	●	A range of community events and festivals were organised. They include Bronte House Garden Open Day event, Head On Photo Festival at Bondi Beach and Park, Chanukah events, "Joy to the World", 10 sessions of festive Carols pop-up music performances in Bondi Junction

### Goal 1.2: Preserve and interpret the unique cultural heritage of Waverley

Strategies	Deliverables	Activity	Status	Progress Comments
1.2.1 Maintain the unique cultural value and heritage significance of key landmarks	Ensure future uses of Bondi Pavilion reflect its place as a significant cultural space	Prepare and implement new operating model for Bondi Pavilion to optimise delivery of cultural and community centre	●	Operational Readiness Lead was appointed in October 2021 to execute implementation
1.2.2. Plan and deliver a range of cultural heritage activities that inspire creativity, build participation and create learning opportunities	Deliver and partner with cultural heritage groups and other organisations to deliver culturally relevant activities	Explore and implement cultural heritage activities in alignment with the Cultural Plan, including development, research, installation and initial program activation for the Bondi Story Room	●	Bondi Story Room digital design process is in progress, including development of a microsite to house the online research database and community portal and provide accessibility features. Contract is in place and work is underway with Gujaga Foundation for Indigenous research and cultural permissions. Design and curation of Bondi Story Room corridors is in progress. Volunteer team of eight people support research work. Approximately 315 stories are currently drafted

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

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## COMMUNITY SERVICES AND WELL-BEING

We have a strong focus on 'not leaving anyone behind and fostering a sense of belonging and pride. We aim to be at the forefront of reforms and a progressive leader in addressing complex social issues, working with the community to ensure their well-being. The Community Services and Well-Being Theme in the Waverley Community Strategic Plan 2018-2029 focuses to build a vibrant, caring, resilient and inclusive community



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## Goal 2.1: Create a resilient, caring and cohesive community

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Strategies	Deliverables	Activity	Status	Progress Comments
2.1.1 Provide a range of needs-based, flexible and accessible services, buildings and facilities	Develop and implement an integrated social sustainability framework in partnership with other agencies	Work with internal and external partners to integrate social sustainability into the Resilience Framework	●	Work progressed to integrate the resilience framework and draft Community Wellbeing Strategy into the next iteration of Community Strategic Plan preparation as part of the Integrated Planning and Reporting process
		Enhance service delivery during Mill Hill refurbishments and transition within the Mill Hill Precinct model	●	Services for Seniors were modified during COVID-19 related closure, including some online classes with programs anticipated to resume at the Theatre in mid January 2022. Return of staff and programs to Mill Hill is expected in mid 2022
	Improve the delivery and viability of integrated early childhood and family support services, Community and Seniors Centre and NDIS registered disability service	Implement report recommendations to deliver flexible and responsive high quality community services including: Early Education Centres, Community and Seniors Centres, Family Day Care program, Waverley Community Living Program (Service for people with intellectual disability)	●	Early childhood services continued to be fully accessible to local families throughout the lockdown. Family Support regular Zoom drop in session for families was established, and newsletter for information sharing of programs and services was circulated. Waverley Community Living Program provided online services and limited one to one support for participants. Mid term audit was successfully completed
	Deliver a transparent, targeted and outcome-focused grants program in response to changing community needs and expectations	Engage grantees and community networks in service planning and coordination to optimise Council funding	●	Community Grants and Small Grants Round 1 were successfully completed and supported by extensive engagement with grant seekers and applicants. Round 2 of Small Grants will be launched in April 2022
	Improve the capacity of services to better respond to people with complex needs (eg. young people, mental health, homelessness)	Continue to participate in Elder Abuse Forum initiatives and support collaborative interagency/partnerships addressing unmet community needs (E.g. Eastern Suburbs Homeless Assertive Outreach Coalition)	●	Interagency meetings and collaborative activities continue to be held online. Heatwave protocol implementation and Annual Street Count coordination planning is in progress. Meetings were convened with headspace to facilitate access to education support resources for young people with mental health issues affecting learning and post-school transition

● Completed ● In Progress ● In Progress - Impacted by Covid-19 ● Delayed ● Delayed - Impacted by Covid 19

## Continued – Goal 2.1: Create a resilient, caring and cohesive community

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Strategies	Deliverables	Activity	Status	Progress Comments
2.1.2. Provide and manage social and affordable rental housing, community venues and facilities	Manage Council's affordable and social housing programs and partner with other agencies to improve provision	Provide policy advice and research to support Council's Housing Advisory Committee	●	Two Housing Advisory Committee meetings were held
		Explore the adequacy of housing and support options for women experiencing family violence	●	A research report based on feedback from local agencies was completed to inform the next iteration of Community Strategic Plan, draft Community Wellbeing Strategy and Housing Advisory Committee
	Deliver accessible community facilities and venues that cater for the diverse needs of the community	Promote Council's community venues and facilities and investigate opportunities to increase utilisation	●	Community venues were closed between June and October 2021. Venue bookings have recommenced but utilisation is well below normal levels

## Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change

Strategies	Deliverables	Activity	Status	Progress Comments
2.2.1 Facilitate social inclusion and neighbourhood programs to strengthen community connections	Implement and facilitate resident-led projects and encourage creative community interactions	Support initiatives that strengthen community connections	●	Online forums and networks replaced neighbourhood connections programs during the lockdown. The monthly Public Gardening Project Control Group is streamlining processes to support residents
	Enhance organisational support for volunteering opportunities and recognise and celebrate volunteers	Implement Volunteer Management Policy	●	Volunteer activities were suspended during the lockdown. Work has progressed on the Volunteer Induction Handbook and clarification of insurance requirements for volunteers. A monthly volunteer network meeting was organised and improved communication strategies were implemented to support local volunteering

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

**Continued - Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change**

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Strategies	Deliverables	Activity	Status	Progress Comments
2.2.1 Facilitate social inclusion and neighbourhood programs to strengthen community connections	Provide programs that inform, educate and support Waverley's community	Deliver workshops, information sessions and seminars to inform and support people's well-being and resilience	●	Mental Health and Wellbeing through play was held in September 2021. Effective Parenting with teens was held in October 2021 and Healthy Lunchbox in November 2021
		Deliver surf awareness and beach safety talks to local schools and groups within Waverley Council area	●	Launch was delayed due to COVID-19 and rescheduled for early-mid 2022
		Develop Volunteer Program for cemeteries services to enhance community connection and provide additional maintenance support	●	An additional two volunteers were engaged, however the volunteer program is currently on hold due to COVID-19
	Connect with older people and assist residents to remain healthy and active in their homes and communities with good access to information, services and support	Explore improvement options for enhanced connections between services and programs within the Mill Hill Precinct	●	COVID-19 and works at the Mill Hill Centre have impacted this activity
2.2.2. Manage and regulate public places to achieve safe and healthy lifestyles	Prepare and implement proactive health and safety strategies to improve community health and address anti-social behaviour	Partner with key internal and external stakeholders to develop programs to address anti-social behaviour issues impacting beach safety	●	Work is in progress to liaise with police and key internal teams. Summer Safe Ambassadors engaged to provide additional support to Rangers
		Undertake daily patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches	●	With the outbreak of COVID-19 pandemic, number of patrols were increased during the reporting period

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

**Continued - Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change**

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Strategies	Deliverables	Activity	Status	Progress Comments
2.2.2. Manage and regulate public places to achieve safe and healthy lifestyles	Prepare and implement proactive health and safety strategies to improve community health and address anti-social behaviour	Partner with NSW Police to patrol and target anti-social behaviour and noise related issues within hot-spots	●	Patrols were undertaken with Police as a result of COVID-19 implications and groups gatherings outdoors
		Undertake inspections to regulate food handling, sewerage, excessive noise and other issues	●	Inspections were significantly impacted due to COVID-19. However, high risk inspections were prioritised and undertaken
		Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots	●	Daily patrols were undertaken and was impacted by resourcing with COVID-19 impact. Patrols were focused on beaches, beach parks and promenades

**Goal 2.3: Strengthen people's inclusion in community life, promote diversity and celebrate Aboriginal culture past, present and future**

Strategies	Deliverables	Activity	Status	Progress Comments
2.3.1 Improve access, participation and inclusion for everyone	Implement Disability Inclusion Action Plan (DIAP), Reconciliation Action Plan (RAP) and other key plans and policies	Prepare Disability Inclusion Action Plan 2022-26 and progress implementation of Council's Reconciliation Action Plan 2019-21	●	DIAP community consultation is in progress. The RAP Advisory Committee met twice during this period. Continued engagement with the Gujaga Foundation around co-naming and local stories. Council was successful in securing four more traineeships through the Elsa Dixon Aboriginal Employment program for 2022
		Deliver joint projects with community groups and government agencies to harness resources for community benefit such as Transition to School forums, Intergenerational project and Child Safe Policy	●	Principals Forum- Transition to High School for Vulnerable students online forum was delivered in August 2021, 100 people participated. The project is delivered in partnership with NSW Department of Education, NSW Health School Link and Randwick Council

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

**Continued - Goal 2.3: Strengthen people's inclusion in community life, promote diversity and celebrate Aboriginal culture past, present and future**

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Strategies	Deliverables	Activity	Status	Progress Comments
2.3.1 Improve access, participation and inclusion for everyone	Deliver and facilitate inclusive, informal and family-friendly local programs that promote harmony and respect	Implement the Cultural Diversity Strategy 2021-2025	●	The Cultural Diversity Strategy 2021-2031 was launched in October 2021 and work has begun on the Anti-Racism Campaign with the Multicultural Advisory Committee. Partnership with Settlement Services International to host recent arrivals from Afghanistan at Bondi Beach in December 2021
		Coordinate and support initiatives that facilitate inclusion and promote local connections	●	Council established an online Public Gardening group to provide information sharing, education and connection to those involved with. The group meets monthly virtually

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19



## RECREATION AND OPEN SPACES

We have about 10 hectares of open space used by 74,000 residents; 27,000 workers; and over 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. As such, providing recreation and open public spaces is incredibly important. 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



**Goal 3.1. Improve health and quality of life through a range of recreational opportunities and quality open spaces**

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Strategies	Deliverables	Activity	Status	Progress Comments
3.1.1 Retain, protect, and improve the quality, capacity and accessibility of parks, open spaces, sporting and recreational facilities	Prepare and implement an Open Space Strategy that caters to and balances the needs of all users	Undertake park and playground upgrades at multiple locations including Waverley Park, Belgrave Street Reserve and Onslow Street Reserve	●	Barracluff Park Playground and Marlborough Reserve Playground upgrades were completed. Onslow Reserve is due for construction early 2022. Belgrave Street Reserve design and first stage consultation were completed. Consultation of final design is in progress. Waverley Park stage one design was completed.

**Goal 3.2. Expand the diverse network of parks and open spaces, sporting and recreational facilities**

Strategies	Deliverables	Activity	Status	Progress Comments
3.2.1 Improve access to private and public recreation facilities and open spaces	Partner with key stakeholders to maximise the use and access to private and public open spaces, recreation and sports fields	Promote Council’s sportsfields and facilities and investigate opportunities to achieve optimal use	●	Sporting fields and courts were closed between June and October 2021. Bookings have recommenced but utilisation is below normal levels
	Integrate innovation and emerging technologies in planning and design of open spaces and recreational facilities	Incorporate design elements including emerging materials that provide cost, lifecycle, environmental and social benefits	●	Waverley Inclusive Play Strategy recently received a national award for excellence under National Strategy Planning category from Parks Leisure Australia. The Strategy demonstrates Council's dedication and commitment to inclusive play. This includes the use of suitable materials to improve access

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19



# 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 also 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



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**Goal 4.1: Promote Waverley as a significant sustainable economy and innovation precinct**

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Strategies	Deliverables	Activity	Status	Progress Comments
4.1.1 Facilitate networking and collaboration between Waverley's independent professionals and aspiring start-ups	Implement innovative and alternative mechanisms to encourage collaboration and networking	Organise Waverley Business Forum interactive events on a range of themes including on innovation that support local business	●	Business Forum is scheduled in 2022 and is subject to NSW Health advice
4.1.2. Develop approaches to increase employment opportunities among the highly skilled and educated workforce, including young graduates	Undertake initiatives to facilitate employment opportunities	Partner with private operators, universities and state agencies to release Council held data (open data) to stimulate employment opportunities for highly skilled businesses	●	Preparation of Jobs and Innovation Strategy is in progress and is and expected to be finalised in 2022

**Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services**

Strategies	Deliverables	Activity	Status	Progress Comments
4.2.1 Enhance the commercial core of Bondi Junction to increase employment	Investigate and implement strategies to facilitate commercial office floorspace in Bondi Junction and other centres	Implement recommendations of Our Liveable Places Strategy	●	Recommendations from Our Liveable Places Centres Strategy is included in Local Strategy Planning Statement LEP. Gazettal is expected in June 2022
4.2.2. Support the efforts of a range of stakeholders to increase the diversity of the local economy	Partner with JobsNSW and other agencies to support start-ups and small and medium enterprises	Partner with the Business Resource Centre to support local businesses including start ups and SMEs	●	Waverley Innovation Forum is scheduled for May 2022
	Implement an Easy To Do Business with Council policy	Work with Service NSW Business Concierge to support the Easy to Do Business Program	●	Council worked with Service NSW to deliver Temporary Alfresco Dining Guidelines which commenced in December 2021

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

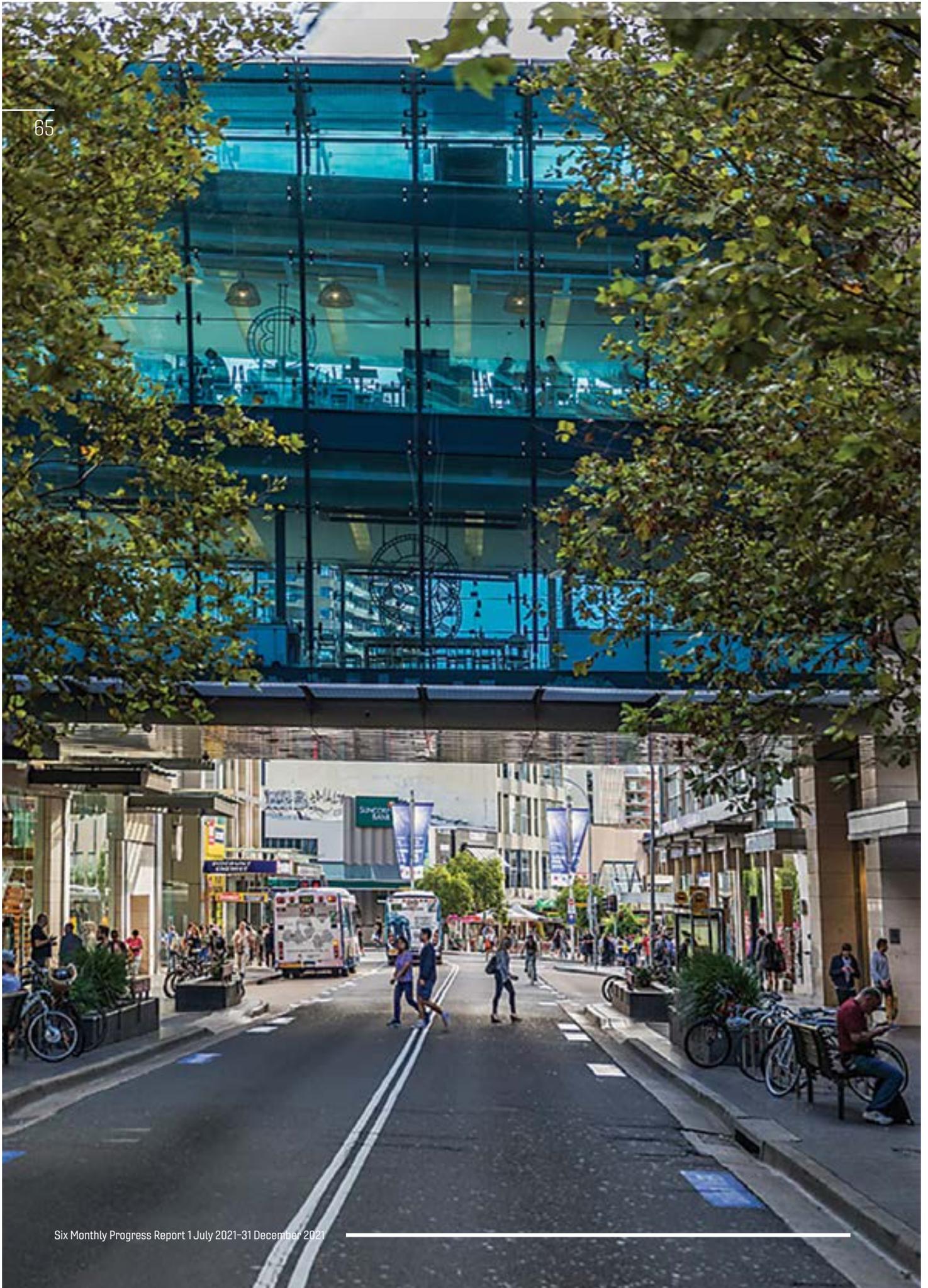
**Goal 4.3: Encourage tourism to support to the local economy and contribute to local amenity**

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Strategies	Deliverables	Activity	Status	Progress Comments
4.3.1. Ensure tourism contributes to natural and cultural attractions and local amenity	Lobby State government to amend legislation to better manage short-term holiday lettings	Continue to monitor and lobby state government regulatory developments on short-term lettings	●	Sustainable Visitation Panel meetings was delayed pending NSW Health advice
4.3.2 Support and enhance the tourist economy	Promote and educate visitors on local history, landscape, businesses and cultural assets	Promote self guided heritage walks and Bondi to Manly walk	●	Wayfinding signage for Bondi to Manly and other Waverley walks was prepared for installation in early 2022
	Prepare and implement Waverley Sustainable Visitation Strategy	Establish and coordinate ongoing work of the Tourism Working Group to facilitate implementation of planned activities	●	Sustainable Visitation panel was established

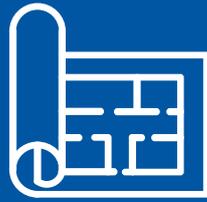
● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

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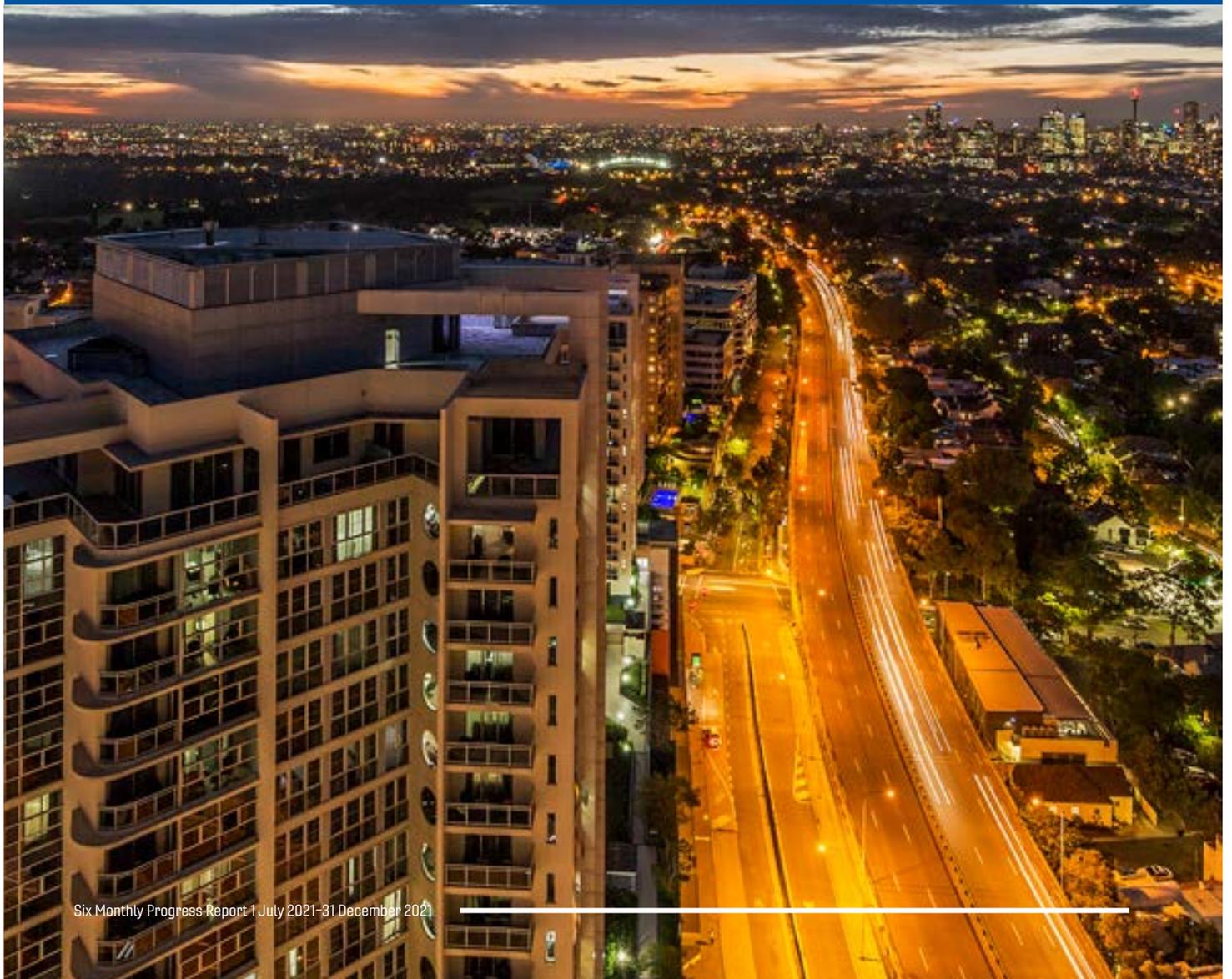
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# PLANNING, DEVELOPMENT AND HERITAGE

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.



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### Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods

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Strategies	Deliverables	Activity	Status	Progress Comments
5.1.1 Facilitate and enable a diverse range of housing options and other land uses	Develop and implement planning policies to increase affordable housing options	Implement the Waverley Local Housing Strategy	●	Affordable Housing Contribution Scheme PP was prepared and forwarded to Department of Planning, Industry and Environment for Gateway. Council has sought a planning review since the Gateway was refused
	Align local planning policy regularly with metropolitan planning directions and ensure a diversity of uses are provided	Prepare a new comprehensive Local Environment Plan(LEP) and Development Control Plan(DCP)	●	The Local Strategy Planning Statement LEP is placed on exhibition and is planned to be presented to Council in Q2 for adoption with Gazettal scheduled in June 2022
5.1.2. Ensure new development maintains or improves the liveability and amenity of existing neighbourhoods	Ensure planning policy and agreements provide improvements to the surrounding facilities and areas	Implement updated Voluntary Planning Agreement Policy and Affordable Housing Contribution Scheme	●	Voluntary Planning Agreement Policy Review was completed and will be reported to Council in early 2022
5.1.3. Ensure new development provides a high standard of design quality and does not impact on the amenity of neighbours or the wider community	Provide timely determinations of applications for developments	Implement assessment procedures that deliver high quality outcomes and efficient determination	●	Council has continued to improve outputs and deliver efficient determination despite staff working remotely
	Ensure new development meets the aims and objectives of the LEP and DCP	Assess all applications against relevant and provisions of the LEP and DCP and other relevant legislation	●	All applications received were assessed against relevant provisions of LEP and DCP and other legislation in Q1 and Q2

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

**Continued - Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods**

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Strategies	Deliverables	Activity	Status	Progress Comments
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	Ensure the development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier	Assess applications for a construction certificate against the development consent and legislation and ensure compliance during required inspections	●	All applications received were assessed against development consent
	Provide efficient and professional certification	Implement assessment and inspection procedures that deliver high quality outcomes and efficient determinations	●	Assessment and inspection procedures were implemented in accordance with statutory provisions in Q1 and Q2
		Undertake swimming pool inspections in compliance with Swimming Pool Act and Regulation	●	No tourist and visitor premises were due for inspection in compliance with Swimming Pool Act and Regulation
	Ensure new buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	●	100% of all fire safety assessments where Council is the certifier were completed
		Undertake fire safety inspections where potential fire safety issues are identified	●	100% of all fire safety assessments where potential fire safety issues were identified was completed
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Investigate complaints and take appropriate enforcement action relating to illegal use/building works in a timely manner	●	Initial investigation for all complaints received were undertaken within 20 days during the reporting period

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

**Continued - Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods**

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Strategies	Deliverables	Activity	Status	Progress Comments
5.1.5. Encourage energy and water efficiency, best practice waste management and zero carbon buildings for all developments	Update planning policies, consider incentives and lobby for improved regulations	Investigate BASIX performance under climate projections through the Increasing Resilience to Climate Change grant project, and implement complementary measures or prepare guidance	●	Investigation completed indicates the need to improve the thermal performance of residential buildings to avoid significantly increased cooling loads
		Research and prepare a Planning Proposal to improve energy and water efficiency for all developments and investigate zero carbon targets for all developments	●	The objectives in the Local Strategic Planning Statement LEP was updated to improve energy and water efficiency

**Goal 5.2: Value and embrace Waverley's heritage items and places**

Strategies	Deliverables	Activity	Status	Progress Comments
5.2.1 Protect, respect and conserve items and places of heritage significance within Waverley	Prepare and implement Conservation Management Plans (CMPs) and Conservation Strategies	Complete structural engineer's report for the contemplation shelters at Waverley Cemetery to prioritise and schedule future works	●	Project funding has been rescheduled to 2022-23 Capital Works Program
		Partner with community and relevant heritage bodies to implement programs such as Heritage Awards that promote local heritage	●	Waverley Blue Plaques nomination for Ruby Payne Scott was approved
	Prepare and implement Waverley Heritage Study	Implement Waverley Heritage Assessment 2020 recommendations	●	Waverley Heritage Assessment was adopted in part. Final component will be finalised in 2022

● Completed ● In Progress ● In Progress - Impacted by Covid-19 ● Delayed ● Delayed - Impacted by Covid 19

**Goal 5.3: Encourage new developments to achieve design excellence**

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Strategies	Deliverables	Activity	Status	Progress Comments
5.3.1 Ensure development and construction in the public and private domain achieves excellence in design	Ensure new developments and building upgrades achieve high quality design outcomes	Refer relevant applications to the Waverley Design Excellence Advisory Panel	●	Waverley Design Excellence Advisory Panel continued to meet online during the COVID-19 pandemic. Relevant applications were referred to the Panel
	Expand the concept of Complete Streets to all of Waverley local government area and prepare and implement the Street Design Manual	Integrate the Street Design Manual into the Charing Cross Streetscape Upgrade and Newland Street Streetscape Upgrade	●	Street Design manual was adopted for consideration in all asset upgrades. Newland Street project was deferred. Design manual was integrated into Charing Cross Streetscape concept design. Local Village beautification is being implemented across the LGA with planter boxes at various retail streetscapes
5.3.2. Encourage creativity and innovation in the planning, design and delivery of new buildings, streetscape and public places upgrades	Adapt and implement 3D modelling to increase user understanding and appreciation of place	Expand 3D model for community use	●	This activity is impacted by COVID-19 and resource reallocations

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

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# 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



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### Goal 6.1. Provide a wide range of transport options so people can easily move within and beyond Waverley

72 Strategies	Deliverables	Activity	Status	Progress Comments
6.1.1 Enable people to walk and cycle easily around the local area	Prepare and implement a Walking Audit and Walking Strategy	Undertake pedestrian audits at Newland Street	●	Newland Street project was deferred. Pedestrian audit process commenced at Oxford Street Mall in December 2021
	Implement Waverley Bike Plan 2013 and prepare a Cycling Strategy for separated cycling infrastructure	Deliver Bondi Junction Cycleway and Streetscape project	●	Bondi Junction Cycleway and Streetscape upgrade are in its last stages of delivery
	Continue to implement a partnership program with schools and businesses to promote and encourage active transport	Partner with schools to deliver safer school travel initiatives	●	This activity completion is subject to NSW Health advice
6.1.2. Improve accessibility to public transport and ride sharing	Partner with State government to undertake major improvements to Bondi Junction Interchange, and bus services on Bondi Road Corridor	Finalise and evaluate the performance of the PUDO Project (Mobility as a Service) with key industry and government stakeholders	●	The PUDO Project was completed. The Project demonstrates how Council can create innovative solutions in partnership with shared transport providers and reinstate Council management of parking and traffic congestion on Council controlled roads in a more environmentally sustainable way. The project will continue to be monitored by TfNSW and will inform the TfNSW approach to managing shared transportation especially ride share
		Liaise with Transport for NSW to improve safety for pedestrians and commuters accessing the Bus Rail Interchange and deliver the Rowe Street Development Assessment	●	Draft Project Agreement, Project management Agreement and Probity Plan were prepared and awaiting finalisation and Council endorsement in 2022. Liasing with TfNSW is ongoing
	Encourage more ride sharing, shared vehicles and electric vehicles through our policies, planning and facilities management	Trial bike hubs in key locations	●	Bike hubs were trialed in key locations including Bondi Junction and Bondi Beach
		Install car share pods in multiple locations	●	Ongoing based on applications from car share providers
6.1.3. Reduce the need to own and travel by private motor vehicle	Implement an integrated approach to parking, land use and travel demand through our planning instruments and parking policies	Incorporate strategic transport priorities into planning instruments	●	Objectives are included in Local Strategic Planning Statement LEP

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

### Goal 6.2. Build and maintain streetscapes that have a welcoming sense of place

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Strategies	Deliverables	Activity	Status	Progress Comments
6.2.1 Improve accessibility and convenience with new and upgraded roads and footpaths that balance the needs of pedestrians, bicycles and other users	Adopt the Transport Hierarchy into all road and footpath works undertaken by Council, for both capital and maintenance works	Incorporate transport hierarchy principles into civil designs of asset renewal projects	●	Transport hierarchy principles were integrated into civil designs of asset renewal projects
6.2.2. Deliver improved access to popular destinations such as Bondi Junction, Bondi Beach and local villages	Implement Complete Streets and other improvements to Bondi Junction and implement Campbell Parade Streetscape Upgrade	Manage delivery of Bondi Junction Cycleway: Remaining length of Oxford Street and Bronte Road	●	Bondi Junction Cycleway and Streetscape upgrade are in its last stages of delivery

### Goal 6.3. Create safe streets and footpaths with fair access to parking

Strategies	Deliverables	Activity	Status	Progress Comments
6.3.1 Build and maintain streets and footpaths that are safe for everybody	Reduce road speeds in Waverley local government area to 40kmh throughout and 10kmh in select locations	Partner with Transport for NSW and NSW Centre for Road Safety to reduce road speeds	●	40 Km/hr roll out has progressed and is due for completion in 2021-22 financial year.
6.3.2. Prioritise residential access to car parking	Review arrangements for parking to address changing community needs including parking permit and electronic permit systems	Implement a fit for purpose online parking permit system and promote to the community	●	Impacted by COVID-19 and staff working from home. Current focus is on maintaining business as usual customer service function
6.3.3. Ensure that on-street and off-street parking is fairly and effectively managed	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Undertake feasibility assessment and implement smart parking options in Council's car parks and other relevant locations as applicable; research and replace on-street parking meters	●	Carpark Access Infrastructure Upgrade project is in progress. On street parking meters replacement was completed. New sensors were installed at beach locations with occupation data being sent to the State Government's Park N Pay app for wayfinding.
	Ensure residential and commercial parking areas are patrolled as per Service Level Agreement	Continue to patrol residential and commercial parking areas and address areas of concern via enforcement action	●	All commercial and residential areas were patrolled daily, proactively and following customer feedback

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

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# 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



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### Goal 7.1. Undertake long-term maintenance and renewal of Council assets that meet community expectations and statutory obligations

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Strategies	Deliverables	Activity	Status	Progress Comments
7.1.1. Implement a sustainable asset management policy and strategy	Implement adopted Asset Management Plans (AMPs) for all infrastructure types	Deliver proactive maintenance activities to ensure all Council's civil infrastructure assets meet standards	●	A total of 1508 maintenance requests were received during the reporting period. 1061 requests were finalised and 422 are in progress.  Footpath Maintenance works were undertaken at: <ul style="list-style-type: none"> <li>• Campbell Parade, Bondi Beach</li> <li>• Bondi Road, Bondi</li> <li>• Hewlett Street, Bronte</li> <li>• Cross Street, Bronte</li> <li>• Dover Road, Dover Heights</li> </ul> Civil Construction repairs were completed at multiple locations including Oxford Street, Ebley Street, Campbell Parade, Bronte Road, Park Drive North, Grafton Street, Hewlett Street
		Manage design and delivery of asset renewal projects identified in AMPs and included in Capital Works Program (CWP)	●	Capital Works Program 2021-22 is on target for delivery as planned
	Implement continual Improvement Plan for all asset categories	Deliver annual SAMP building renewal program as part of the Capital Works Program	●	The Capital renewal program priority projects continue to be delivered

### Goal 7.2. Construct and upgrade new buildings and infrastructure that meet current and future community needs

Strategies	Deliverables	Activity	Status	Progress Comments
7.2.1 Work with the community to deliver long-term building and infrastructure plans	Deliver a community infrastructure Capital Works Program	Prepare and implement annual Community Infrastructure Program	●	Delivery of Program is underway including Glenayr Avenue Streetscape, Roscoe Street, Albion and MacPherson Street works
	Develop and implement a Strategic Property Investment framework to effectively manage Council's property portfolio	Implement strategic actions identified in the Property Strategy Implementation Plan for delivery in 2021-22	●	Community Tenancy review, Social Affordable Housing review, Commercial property review, Fair Valuation project, operational readiness project for Bondi Pavilion and Boot Factory, staff accommodation project and the building condition assessment project are underway

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19



# 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



**Goal 8.1. Reduce greenhouse gas emissions and prepare for the impacts of climate change**

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Strategies	Deliverables	Activity	Status	Progress Comments
8.1.1. Improve energy efficiency of Council and community buildings and infrastructure	Upgrade lighting, heating, cooling and operations to improve energy efficiency	Upgrade Library Heating Ventilation and Cooling system through data enabled control system	●	The Library HVAC controls were installed and are currently operational
		Partner with Ausgrid to upgrade and improve street lighting performance	●	The upgrade of residential road streetlighting is nearing completion
	Improve environmental performance of new and existing buildings	Facilitate energy savings through energy efficiency, solar and batteries for strata and multi-unit dwellings	●	Building Futures program is being implemented
8.1.2 Increase uptake of renewable energy	Deliver programs to increase the amount of solar and battery installed on community and Council properties and buildings, schools and residential properties	Establish quarterly reporting and monitoring of energy use and greenhouse gas emissions across key departments	●	Quarterly monitoring report was completed for fourth quarter of 2020-21 and first quarter of 2021-22
		Facilitate installation of solar at Eastern Suburbs Schools	●	Council is continuing to work with schools, with some local schools now seeking to put in additional PV systems
	Increase proportion of renewables in Council electricity through our electricity procurement and facilitate community uptake of renewable energy use	Implement projects to increase fuel efficiency of Council vehicles	●	The fleet lease back list is currently being updated to ensure only hybrid or electric vehicles are on the next iteration
8.1.3 Plan and respond to the impacts of climate change	Prepare and implement a Waverley Climate Change Adaptation Risk Assessment and Adaptation Plan	Undertake climate change risk assessment of assets and operations	●	Climate change risk assessment is completed for Council's community services and Council assets. Sea level rise hazard assessment completed for Council assets
		Prepare regional climate change scenario for Eastern Beaches region	●	Regional climate change scenario was completed and used for climate change risk assessments

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

## Goal 8.2. Conserve water and improve water quality

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Strategies	Deliverables	Activity	Status	Progress Comments
8.2.1 Increase water harvesting through stormwater harvesting schemes and rainwater capture	Maintain and increase stormwater infrastructure at Bronte, Tamarama and Bondi Beaches	Connect stormwater harvesting system to the Bondi Pavilion restoration project	●	Stormwater harvesting is operational at Bronte, Tamarama and Bronte Beaches
8.2.2. Improve water efficiency of new and existing community and Council buildings and infrastructure	Utilise water saving devices and practices across parks, beaches and facilities	Upgrade rainwater tank controls on Council assets for improved efficiency	●	Smart irrigation systems and leak detection systems are in place at Council assets
	Engage with the community and businesses to promote water savings devices and practices	Partner with Sydney Water to run the WaterFix Strata project to reduce potable water consumption and improve water conservation behaviour in line with strengthened water restrictions	●	WaterFix Strata program are being delivered to strata properties in partnership with Sydney Water
8.2.3. Reduce pollutants entering waterways	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	Upgrade Gross Pollutant Trap (GPT) in North Bondi	●	Amended design for the North Bondi GPT is being drafted
	Manage existing sewer overflows and legacy issue of sewer outfalls at Diamond Bay and Vacluse	Support Sydney Water to commence upgrade of Diamond Bay and Eastern Beaches sewer outfalls	●	Sydney Water has engaged a construction contractor and are undertaking on ground site investigations and surveying

● Completed ● In Progress ● In Progress - Impacted by Covid-19 ● Delayed ● Delayed - Impacted by Covid 19

### Goal 8.3. Protect and increase our local bushland, parks, trees and habitat

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Strategies	Deliverables	Activity	Status	Progress Comments
8.3.1 Improve the condition and increase the extent of remnant bushland sites	Implement the Biodiversity Action Plan- Remnant sites, and volunteer bushcare program	Continue implementation of the Biodiversity Action Plan- Remnant Sites by engaging and managing contractors to undertake bush regeneration activities	●	Bush regeneration contractors engaged at 12 main sites across the Waverley LGA
	Support the delivery of the threatened species sunshine wattle ( <i>acacia terminalis</i> ) and Eastern Suburbs Banksia Scrub Recovery Plans	Continue implementation of the Biodiversity Action Plan- Remnant Sites including Loombah Road Reserve and York Road	●	Bush regeneration contractors were engaged at the Loombah Road site and the York Road Eastern Suburbs Banksia Scrub site
8.3.2 Develop and implement coastal bushland and habitat improvement plans	Implement the Bronte, Tamarama and Thomas Hogan Ecological Restoration Plans	Continue to implement Bronte Ecological Restoration Action Plan, Tamarama Ecological Restoration Framework and Action Plan and Thomas Hogan Ecological Restoration Action Plan	●	Bush regeneration contractors engaged at three sites are undertaking work
	Prepare and implement the Coastal Bushland Restoration Plan	Implement slope planting at Calga Reserve	●	Planting was completed at Calga Reserve slope and below Trafalgar Street. Currently in maintenance period
		Support and collaborate with the community, government agencies and stakeholders to understand, manage and improve our local marine biodiversity	●	Council is continuing to implement our coastal management programs. Council is also working with DPIE to plan additional signage for the Bronte to Coogee aquatic reserve

● Completed ● In Progress ● In Progress - Impacted by Covid-19 ● Delayed ● Delayed - Impacted by Covid 19

## Continued - Goal 8.3. Protect and increase our local bushland, parks, trees and habitat

80

Strategies	Deliverables	Activity	Status	Progress Comments
8.3.3 Increase the quantity of trees and plants in public spaces, parks and streets	Prepare and implement an Urban Tree and Canopy Strategy	Prepare Urban Tree and Canopy Strategy	●	Awaiting completion of tree ledger and canopy analysis which has been delayed due to COVID-19
		Implement a tree planting program to increase tree canopy cover	●	103 street trees were planted during the reporting period.  In addition to Council's annual street tree planting program, Council will enhance urban tree canopy cover in streets, parks and other areas with low canopy coverage
		Implement Tree Management Policy	●	Tree Management Policy is under review. Consultation is planned in March 2022
	Deliver the Living Connections and Habitat Stepping Stones programs to improve habitat on private land in Waverley	Implement the Living Connections program to increase and improve native habitat in Waverley, focussing on Bronte and Tamarama	●	Living Connections program in Bronte and Tamarama catchments engaged more than 150 households, ran three workshops and distributed plants to residents

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19



# SUSTAINABLE WASTE

Reducing and managing waste is a priority for us. From households, businesses and in 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.



Six Monthly Progress Report 1 July 2021-31 December 2021

**Goal 9.1. Reduce the amount of waste generated**

82

Strategies	Deliverables	Activity	Status	Progress Comments
9.1.1 Engage with residents, visitors and businesses to promote sustainable consumption and waste avoidance	Develop and deliver targeted engagement programs to facilitate re-use, repair and sustainable purchasing	Deliver Waste Avoidance/Reuse program for schools, businesses, and the community	●	Promoted a range of reuse and repair programs and services such as The Bower, Garage Sale Trail, and other reuse options available to residents
	Develop and deliver programs targeted at residents and businesses to reduce single-use plastics		●	Delivered an online Plastic Free July series of webinars. Council supported BYO Cup Week (enviro grant recipient) to promote the waste avoidance event in December 2021
9.1.2. Lead advocacy campaigns, policy development and research into systems to reduce waste	Work with businesses, government and industry stakeholders to increase waste recycling and reduction	Develop a Waste Minimisation Strategy in line with the NSW 20 Year Waste Strategy	●	Council is preparing a new Environmental Action Plan which will incorporate Council's waste minimisation and circular economy actions

**Goal 9.2. Facilitate best practise in waste management to increase recycling and recovery**

Strategies	Deliverables	Activity	Status	Progress Comments
9.2.1 Deliver engagement programs and services to increase waste diversion from landfill	Identify and deliver targeted engagement programs to residents, schools and businesses to increase recycling and lower contamination rates	Deliver Sustainable Waste program at schools, businesses, and in the community to reduce waste generation and increase recycling	●	Delivered KnowWaste recycling education program to primary schools. Promoted NSW EPA Bin Trim program to eligible schools and businesses. Expression of Interest for school uniform recycling program will begin in 2022
		Deliver Compost Revolution program to increase uptake of organics recycling by residents	●	98 worm farms and compost bins were distributed in Q1 and 135 were distributed in Q2
	Provide waste collection points and recovery programs for problem waste items	Provide recycling drop off locations or events for problem waste items	●	Problem waste events are on hold due to COVID-19. Problem waste stations are available at the Library and Customer Service Centre

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

## Continued - Goal 9.2. Facilitate best practise in waste management to increase recycling and recovery

83

Strategies	Deliverables	Activity	Status	Progress Comments
9.2.2. Provide efficient collection of Waverley's waste and recycling to minimise waste to landfill	Provide an optimal, efficient and reliable kerbside recycling and waste collection service	Continue to provide residential waste services that meet the needs of the community	●	Council continues to collect waste, paper recycling, container recycling and garden organics bins from residents and for processing
		Implement the Waste Management System to facilitate optimal kerbside collections	●	This activity is delayed to July 2022
	Provide a bulky waste collection service which is processed to recover as much waste as possible	Undertake a review of the bulky waste collection service and implement the Waste Management System to facilitate optimal bulky item collections	●	Intitial review was completed and project is progressing on schedule. Report to Council to occur in conjunction with larger service review in 2022
9.2.3. Incorporate the most advanced waste management and treatment technologies to maximise diversion from landfill	Partner with regional stakeholders and State government to investigate and implement new waste technologies to maximise resource recovery	Continue to work with waste processing contractors and the NSW Environment Protection Authority to improve landfill diversion rates and to apply principles of responsible, best practice waste management	●	Collection service is continuing as an essential service. Council is continuing to work with its waste processing contractors to ensure optimal landfill diversion can be achieved under the current NSW regulations. Waste diversion from landfill rates for general waste collected in Waverley are expected to improve significantly. Implementation of a five-year pilot to use processed material recovered from Council's general waste for the rehabilitation of a tailings dam at a mine site is continuing. Council continues to participate in ongoing discussions with SSROC about FOGO best practices and implementation
		Kerbside and public bin waste processed through advanced waste treatment or other technology to maximise diversion from landfill	Process kerbside and public place waste in a waste treatment system that reduces landfill, in accordance with the established NSW Environment Protection Authority regulations for waste and recycling	●

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

### Goal 9.3. Keep our streets, beaches and parks clean and free of litter, rubbish and pollution

84

Strategies	Deliverables	Activity	Status	Progress Comments
9.3.1 Undertake programs and services to reduce litter and create clean and attractive public spaces	Deliver education, engagement, and enforcement to reduce litter and dumping in Waverley	Deliver litter and illegal dumping prevention programs to raise awareness that littering and dumping is an offence	●	Community consultation was completed on the Waste in Public Places Policy and Guidelines. Council applied for NSW EPA Round 6 litter grant, and continues to oversee the implementation of an active NSW EPA Cigarette Butt litter grant targeting three hotspots in Bondi Junction
	Develop and support partnerships to reduce litter and dumping on streets, parks and beaches	Build strategic partnerships with strata managers, building managers, real estate agents, cleaners and community groups to improve management of unwanted bulky items and reduce illegal dumping and litter	●	Council is continuing to partner with Collaboration for Impact to reduce litter, including supporting Plastic Free Bronte to undertake microplastic pollution sampling in November 2021. Collaboration with WWF to highlight impacts of cigarette butt pollution on marine environment.  Ongoing work to engage with strata communities around responsible household item disposal, including Waste By-law webinar delivered in September 2021 and development of a range of new educational resources for in-buildings.  Council delivered surveillance training to six rangers in partnership with the Sydney RID Squad
	Provide public place waste and recycling infrastructure and improve the cleanliness of streets, litter hotspots and beaches	Implement the Litter Prevention Program	●	Council installed new bin signage, street signage and enviropoles to reduce cigarette butt litter in three hotspots in Bondi Junction.  Site rehabilitation for 2 Francis Street nature street is underway, including bike racks and landscaping
		Undertake beach, park and public place cleaning program according to schedule	●	Cleaning program was completed according to schedule
	Manage waste and recycling infrastructure to improve operational effectiveness	●	Waste and recycling infrastructure was managed according to schedule	

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19



# CORPORATE LEADERSHIP AND ENGAGEMENT

The Corporate Leadership and Engagement Theme in the Waverley Community Strategic Plan 2018-2029 aspires to be an ethical Council that delivers efficient service to our community, from 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



Six Monthly Progress Report 1 July 2021-31 December 2021

### Goal 10.1. Engage the local community in shaping the future of Waverley

86

Strategies	Deliverables	Activity	Status	Progress Comments
10.1.1 Provide opportunities for the community to contribute to decision making	Develop and maintain a suite of integrated corporate plans that meet legislative requirements	Undertake Council's Integrated Planning and Reporting (IPR) activities in alignment with legislative requirements and provide community engagement opportunities	●	The Six Monthly Progress Report for the period January 2021-June 2021 was prepared and presented to Council in August 2021. The End of Term Report 2021 and Annual Report 2020-21 was presented to Council at its meeting in November 2021. Work has commenced on the next iteration of the Community Strategic Plan. Phase 1 and 2 of community engagement were completed
	Implement Waverley Community Engagement Strategy	Implement Community Engagement Policy, Strategy and Guidelines across Council and ensure engagement meets the standards set by the strategy	●	Although face-to-face engagement has been constrained, thorough engagement guided by the strategy is being delivered across many Council projects and activities including: <ul style="list-style-type: none"> <li>Community Strategic Plan consultation</li> <li>Bondi Junction Cycleway Project</li> <li>Clifftop Walkway upgrade DA and exhibition</li> <li>Waverley Park Plan of Management</li> <li>Draft Waverley LEP</li> <li>Charing Square Planning Proposal</li> <li>Glenayr Avenue Streetscape Upgrade</li> </ul>
		Provide training for relevant internal stakeholders on community engagement procedures	●	Induction and refresher on community and stakeholder engagement will be rolled out throughout 2022 to relevant staff
		Engage Precinct committees on strategic issues	●	COVID-19 impacted Precinct operations and meetings were held online. Precincts continued to be engaged on strategic issues with staff presentations/workshops on major projects and strategy development, both at local Precinct meetings and at the Combined Precincts' meetings. Additionally, as a lead up to the Local Government elections in December 2021, Precinct Committees hosted 10 separate 'Meet the Candidate Panels' at their respective meetings, facilitating opportunities for local resident to participate in local democracy. Feedback from the Precincts during the reporting period has been very positive on the effectiveness of engaging through zoom meetings including the flexibility it provides allowing greater participation from a wider group of people.
		Develop a proposal that outlines a process to enable Combined Precincts' group host public forums	●	This activity is to be progressed in 2022 as this would require public meetings with unlimited attendees

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

## Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council

87

Strategies	Deliverables	Activity	Status	Progress Comments	
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Develop and implement an Enterprise Risk Management framework	Conduct Business Continuity Plan training for key staff including a scenario exercise	●	Draft BCP's for all Council sites are being finalised. Awareness training are planned for the second half of the financial year 2021-22	
	Review and implement a governance framework	Review and update relevant governance policies, including Councillor Expenses and Facilities Policy, Code of Meeting Practice, Code of Conduct, and Precinct Policy and Handbook	Review of Code of Meeting Practice, Code of Conduct and Councillor Expenses and Facilities Policy work will commence in 2022 in accordance with <i>Local Government Act 1993</i> . The priority will be to complete the Councillor Expenses and Facilities Policy by June 2022	●	
		Review Council Committee Charters	Review delayed due to deferral of the Local Government election. Charters will be scheduled for review by June 2022	●	
		Develop and implement GIPA training program	GIPA training was organised and completed for relevant staff	●	
		Provide support to the Returning Officer for the Local Government Election	Support to the Returning Officer was provided and will be completed by mid January 2022	●	
		Develop and implement Induction program for the newly elected Councillors	Induction program for newly elected councillors is scheduled for completion in February 2022	●	
		Develop Governance Framework in line with the NSW Audit Office Lighthouse Model	Scheduled for completion early 2022	●	
		Implement Fraud and Corruption Control Framework	The Fraud and Corruption Framework was prepared and endorsed by the Executive Leadership Team in October 2021	●	
		Implement an Information Management Framework	Information Management Framework is developed as part of the Information Management Uplift Program	●	
		Implement a new Information and Communication Technology (ICT) operating model	ICT Operating model review has commenced to address operational gaps	●	

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

## Continued - Goal 10.2. Build the community's confidence in the integrity and capability of Waverley Council

88

Strategies	Deliverables	Activity	Status	Progress Comments
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Review and implement a governance framework	Review and update financial policies, systems, procedures and business processes to improve financial compliance and risk mitigation	●	Policy review is scheduled for Q3 and Q4 of the financial year 2021-22
		Implement the Procurement Framework and Procurement Policy, processes and procedures to improve transparency and efficiency	●	The Executive Leadership Team approved the updated Procurement Policy in July 2021. Procurement procedures are currently being prepared
10.2.2. Deliver long-term financial and economic programs that improve financial sustainability	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies	●	Audited Financial Statements 2020-21 and financial acquittal reports were completed and lodged with the relevant State agencies
		Prepare and implement strategies to improve financial performance	●	Service Review Program is being reviewed and enhanced to include integration of the Australian Business Excellence Framework
10.2.3. Strengthen capabilities and resources to deliver Waverley Community Strategic Plan 2018-2029 outcomes	Implement the Workforce Management plan	Prepare the Waverley 2022-2032 Workforce Plan to support the Delivery Program implementation	●	Preliminary work commenced in December 2021
		Implement a Leadership and Employee Development program	●	Life Style Inventory 360 Program is scheduled to commence for Senior Leadership Team members in 2022

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19

### Goal 10.3. Build an organisation that places customers and the community at the heart of service delivery

89

Strategies	Deliverables	Activity	Status	Progress Comments
10.3.1 Engage and partner with the community to provide services that meet its needs and expectations	Pilot and deliver new customer service ideas focussing on community needs	Develop a Customer Experience Strategy	●	Internal and external engagement and surveys were completed. Feedback is currently reviewed with draft Strategy to be presented to Council in early 2022
		Investigate opportunities to enhance the customer experience within Cemetery Services	●	New website was developed and launched. All cemetery application forms were reviewed, updated and made available on new website. New map developed for cemetery visitors is available in hard copy and online
		Prepare and implement Lifeguard Services Operational Plan (Service Statement)	●	Lifeguard operating procedures under the Public Health Order and WHS Assessment were prioritised
		Develop new memorialisation products	●	Banksia Memorial Walk is scheduled for implementation early 2022. Concept design is completed for Quinn Road Memorialisation Wall
		Continue revocation and renewal of burial sites in accordance with NSW State legislation	●	53 unused sites were reclaimed in accordance with the legislation. A further 136 sites are part way through the revocation process
	Review and implement a Customer Experience Strategy	Undertake Customer Journey Mapping to analyse customer experience	●	Customer Journey Mapping is being undertaken as part of the development of the Customer Experience Strategy

● Completed ● In Progress ● In Progress - Impacted by Covid-19 ● Delayed ● Delayed - Impacted by Covid 19

**Continued - Goal 10.3. Build an organisation that places customers and the community at the heart of service delivery**

90

Strategies	Deliverables	Activity	Status	Progress Comments
10.3.2. Use technology to streamline and enhance customer interactions with Council	Increase in end-to-end service delivery offerings	Upgrade Council's enterprise application in line with Information and Communication Technology (ICT) Strategy to improve services to our community	●	ICT Modernisation Program is planned to be presented to the new Council for endorsement in early 2022
		Investigate and implement online chat as a customer communication channel	●	Customers were recently surveyed on their channel preferences, including online chat, and this information will inform the Customer Experience Strategy and Channel Strategy projects
		Develop and initiate a process to assess customer insights and determine service trends	●	In-depth interviews with customers identified through a selection of critical journeys, and feedback through a wider community survey were collected as part of the Customer Experience Strategy project. This information will be used to identify methods to gain insights into customer experience preferences and areas for improvement in services
10.3.3. Deliver efficient and effective services to increase value for money	Develop and undertake a Business Improvement and Service Review program	Deliver service improvements in support of the ICT Strategy and other organisation improvement programs	●	Business Improvement and Service Review program are in development. The program is aligned to the commencement of the Australian Business Excellence Framework assessment process and will be undertaken in early-mid 2022
		Establish an integration platform to provide seamless and connected service delivery	●	ICT Modernisation Program is planned to be presented to the new Council for endorsement in March 2022
		Prepare Channel Strategy to improve communication platforms for community to interact with Council	●	This activity is integrated into the Customer Experience Strategy and will be presented to the new Council for endorsement early 2022
		Undertake resource sharing and/or service delivery partnerships with other councils and community organisations	●	Resource and information sharing were undertaken with a number of Councils to learn from their adoption of the Australian Business Excellence Framework

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19



# 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 re purposing 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



Six Monthly Progress Report 1 July 2021-31 December 2021

### Goal 11.1. Enable our community to embrace economic opportunities using knowledge-based and other emerging technologies

92

Strategies	Deliverables	Activity	Status	Progress Comments
11.1.1 Use smart city technology to improve the quality of life, optimise resources and economic sustainability	Prepare and Implement the Smart City Strategy	Facilitate the delivery of Smart Waverley 2023 Strategy priority projects such as formation of Smart Cities Advisory Group and Governance Framework	●	Smart Cities Advisory Group and Governance Framework were formulated
11.1.2. Expand opportunities for the community to access and utilise digital technology	Expand free Wi-Fi network to neighbourhood centres	Pilot public Wi-Fi in targeted neighbourhood centres	●	Public Wi-Fi is available in all high traffic areas in the LGA. Further expansion of network is on hold
	Initiate a small grant technology start-up scheme	Facilitate and deliver access to a grants platform and organise a workshop to assist small businesses in grant opportunities	●	Grant workshop is scheduled to be held in March 2022 for NSW Small Business Month
	Explore feasibility of developing data-sharing partnerships	Explore new data sharing partnerships with other government agencies	●	Data sharing partnerships were established as part of the PUDO Project where data sharing with TfNSW was undertaken
11.1.3. Encourage knowledge intensive and innovative industries	Develop and implement a strategy to attract knowledge-intensive public sector and private sector employers	Undertake research on knowledge intensive industries and launch branding and promotional initiatives to promote Waverley's strengths and opportunities to attract knowledge intensive industries	●	Jobs and Innovation Strategy is being drafted and is expected to be finalised in 2022

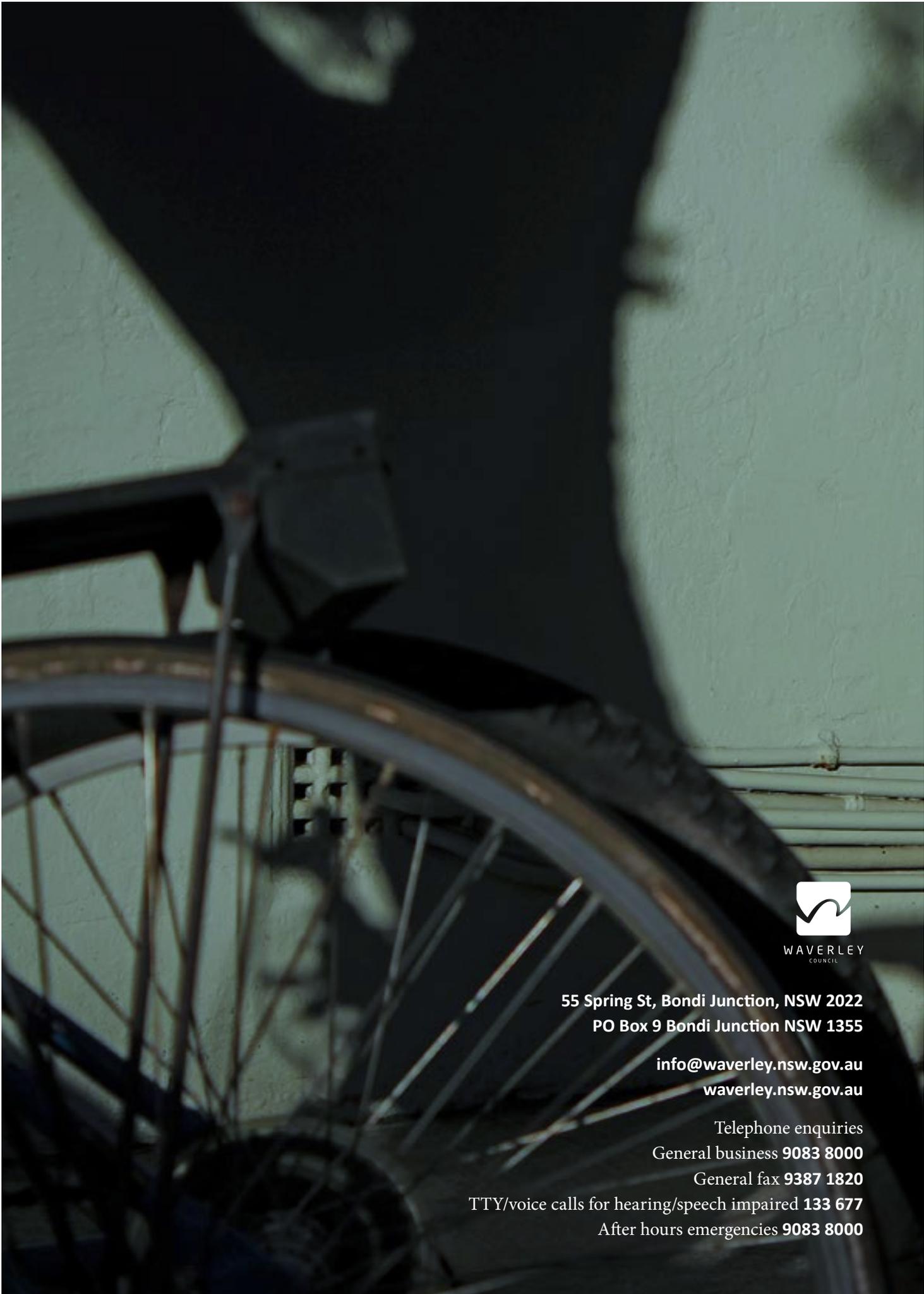
● Completed ● In Progress ● In Progress - Impacted by Covid-19 ● Delayed ● Delayed - Impacted by Covid 19

**Goal 11.2. Provide multi-purpose community spaces where innovation and collaboration can occur**

93

Strategies	Deliverables	Activity	Status	Progress Comments
11.2.1 Create innovative spaces for business incubation and knowledge transfer	Plan and finalise the concept of the Knowledge and Innovation Hub based around the Boot Factory	Plan for the launch and activation of the Knowledge and Innovation Hub at the Boot Factory	●	Operational readiness project is underway
		Complete the restoration of the Boot Factory including the Innovation Civic Hall	●	Boot Factory construction is underway and is due for completion in 2022
11.2.2. Deliver and facilitate access to emerging technologies and library collections	Develop and implement a new Library Strategic Plan to guide the provision of technology and learning opportunities to support community engagement	Conduct community consultation and develop the Library Strategic Plan 2022-2026	●	Community consultation was completed. Preparation of draft strategy is in progress
		Launch new online platforms to provide access to an expanded library collection	●	Borrowbox, additional eresource platform was launched

● Completed ● In Progress ● In Progress - Impacted by Covid--19 ● Delayed ● Delayed - Impacted by Covid 19



WAVERLEY  
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**WAVERLEY COUNCIL**  
**THE STATE OF OUR CITY REPORT**  
**2017 – 2021**

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# ACKNOWLEDGEMENT

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

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# PREFACE

The State of our City Report (Formerly 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

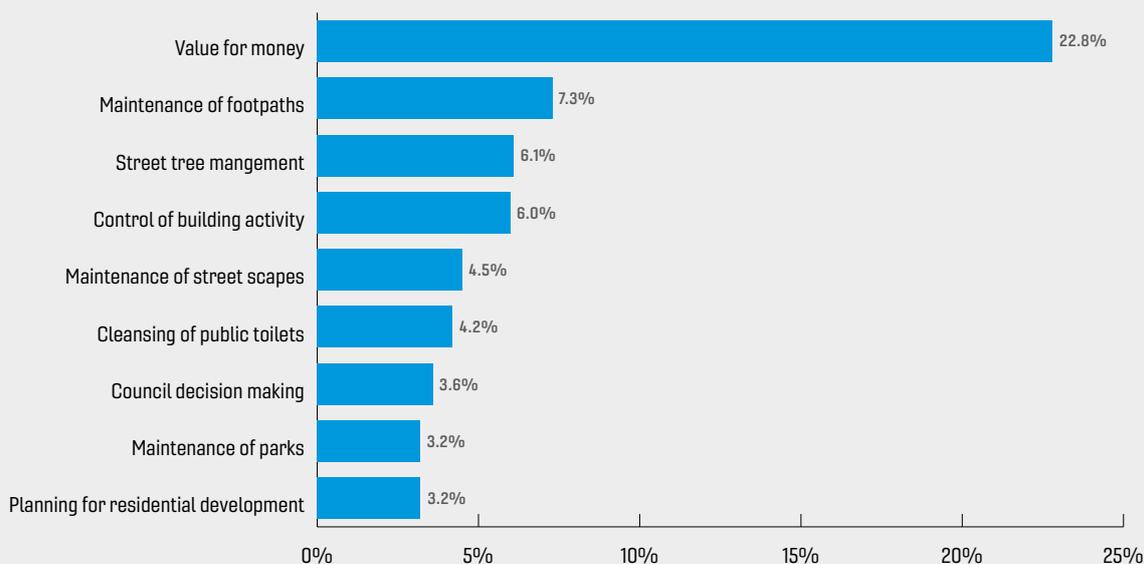
04

Provision of sporting and recreational facilities

05

Maintenance of parks

**THE KEY DRIVERS OF OVERALL SATISFACTION WITH COUNCIL**

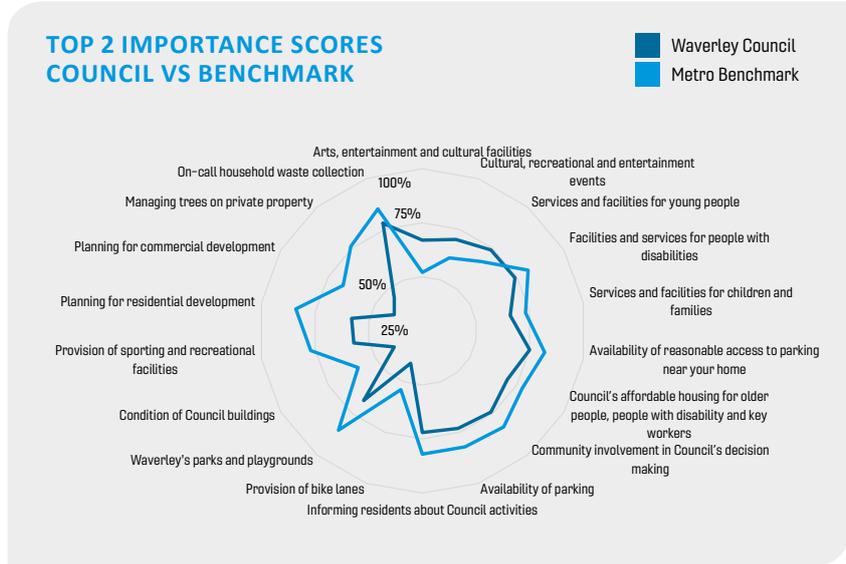


The results in the chart above identify which services/facilities contribute most to overall satisfaction. If Council can improve satisfaction scores across these services/facilities, they are likely to improve their overall satisfaction score.

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).

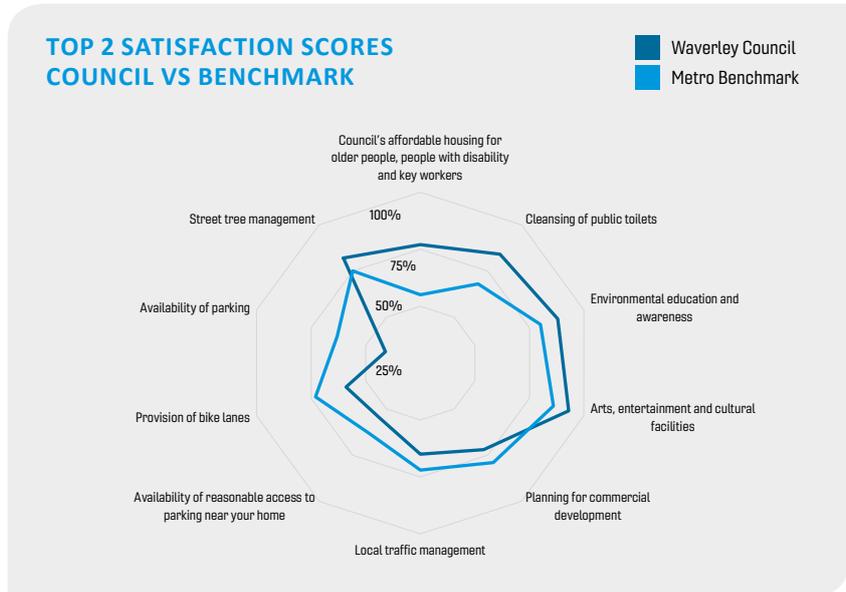
### IMPORTANCE COMPARED TO THE MICROMEX BENCHMARK

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 Council's top two satisfaction scores and the Micromex Benchmark.



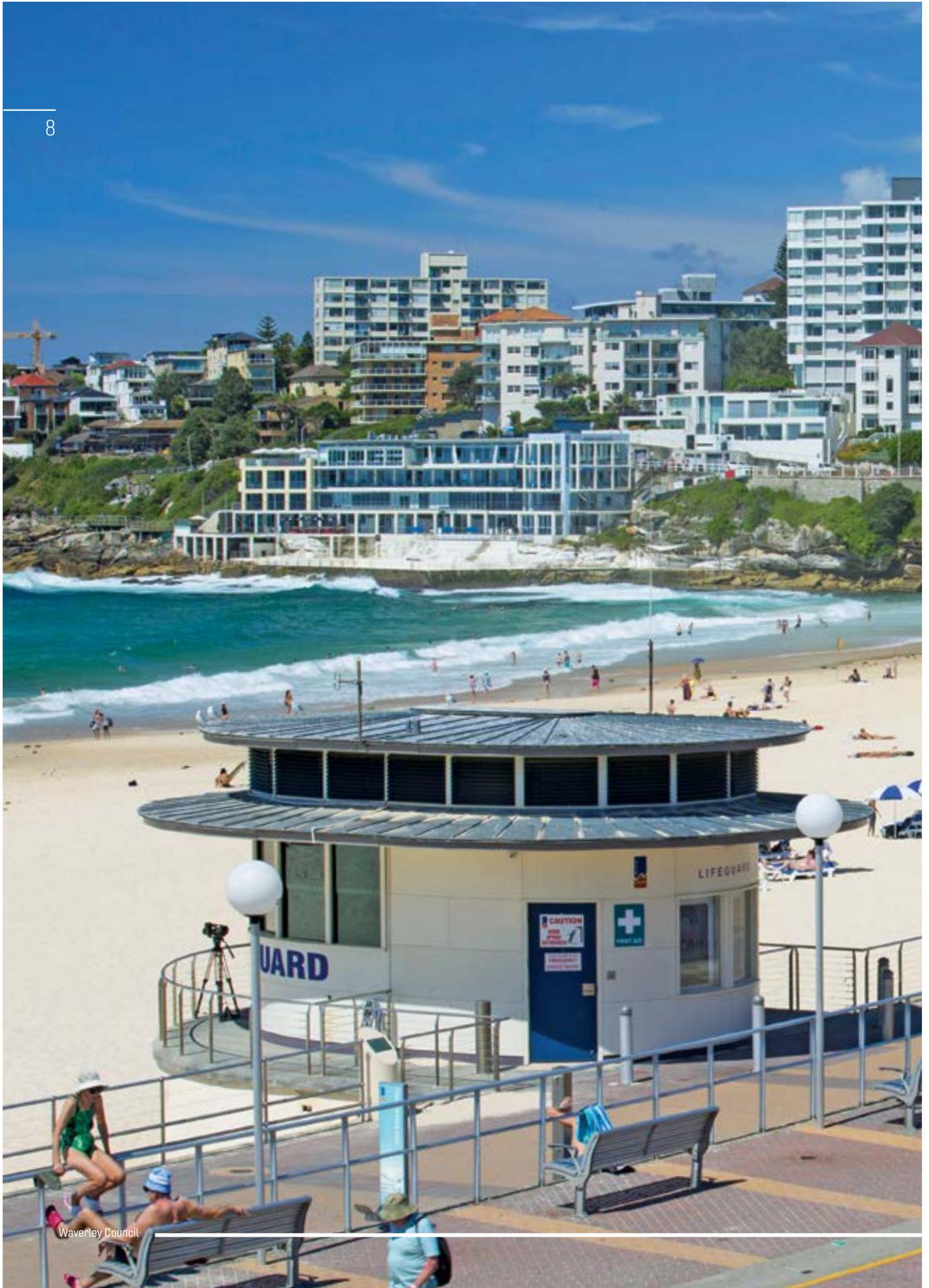
## OVERVIEW – OVERALL SATISFACTION

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.

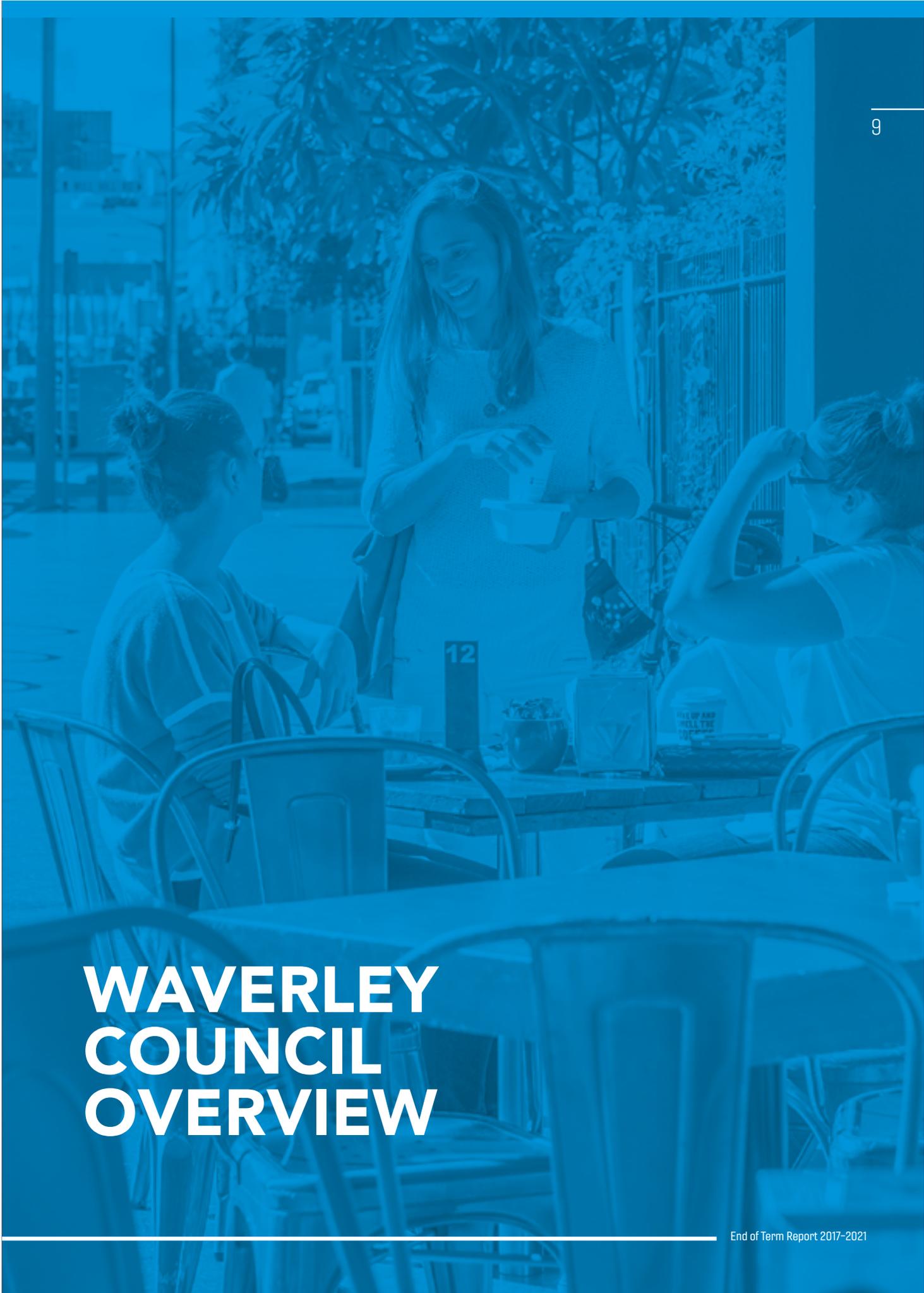
	Waverley Council 2021	Waverley Council 2018	Micromex LGA Benchmark - Metro
Mean rating	3.66	3.73	3.55
Satisfaction Rate	93%	91%	89%

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.

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Waverley Council



# WAVERLEY COUNCIL OVERVIEW

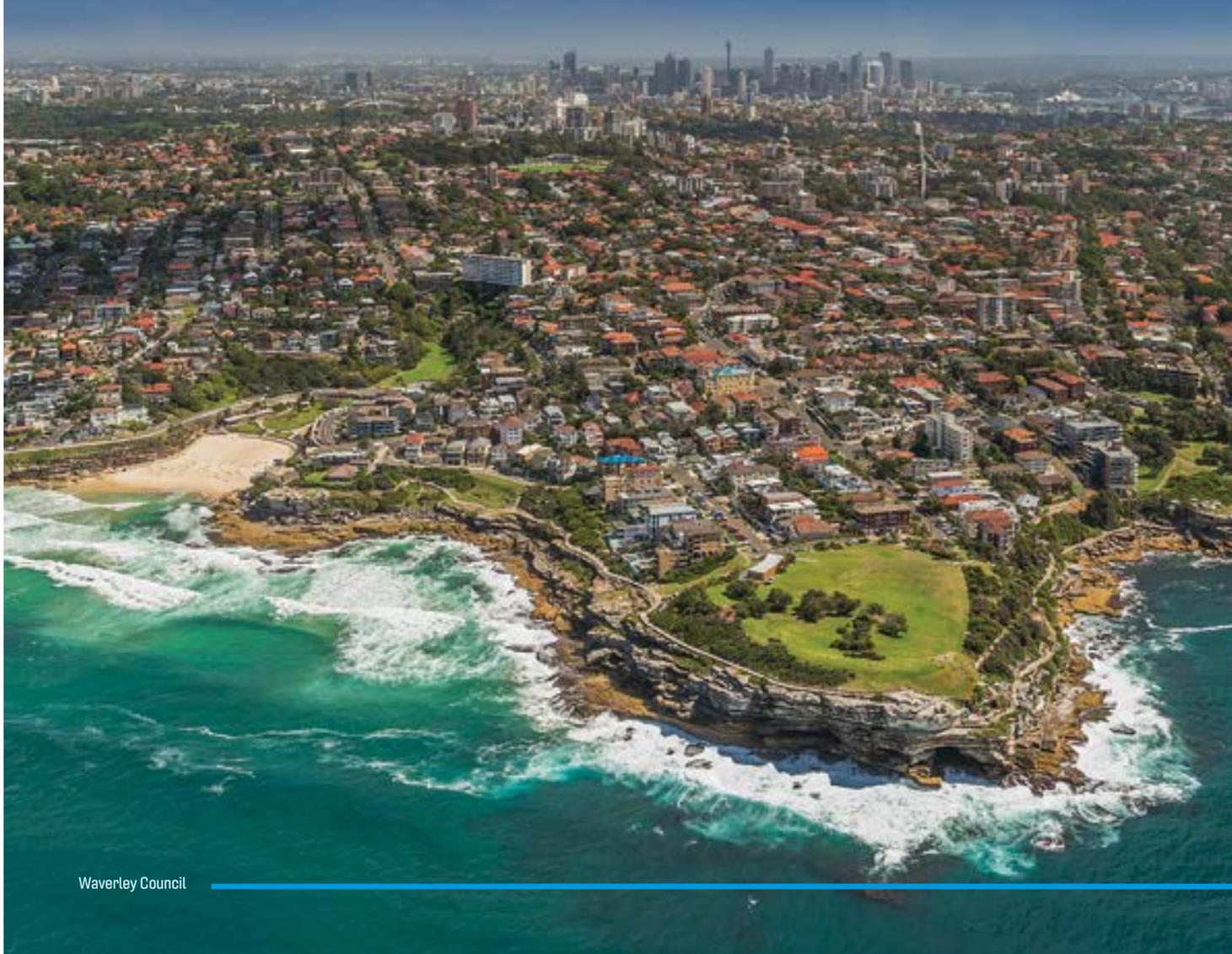
End of Term Report 2017-2021

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# OUR COMMUNITY VISION

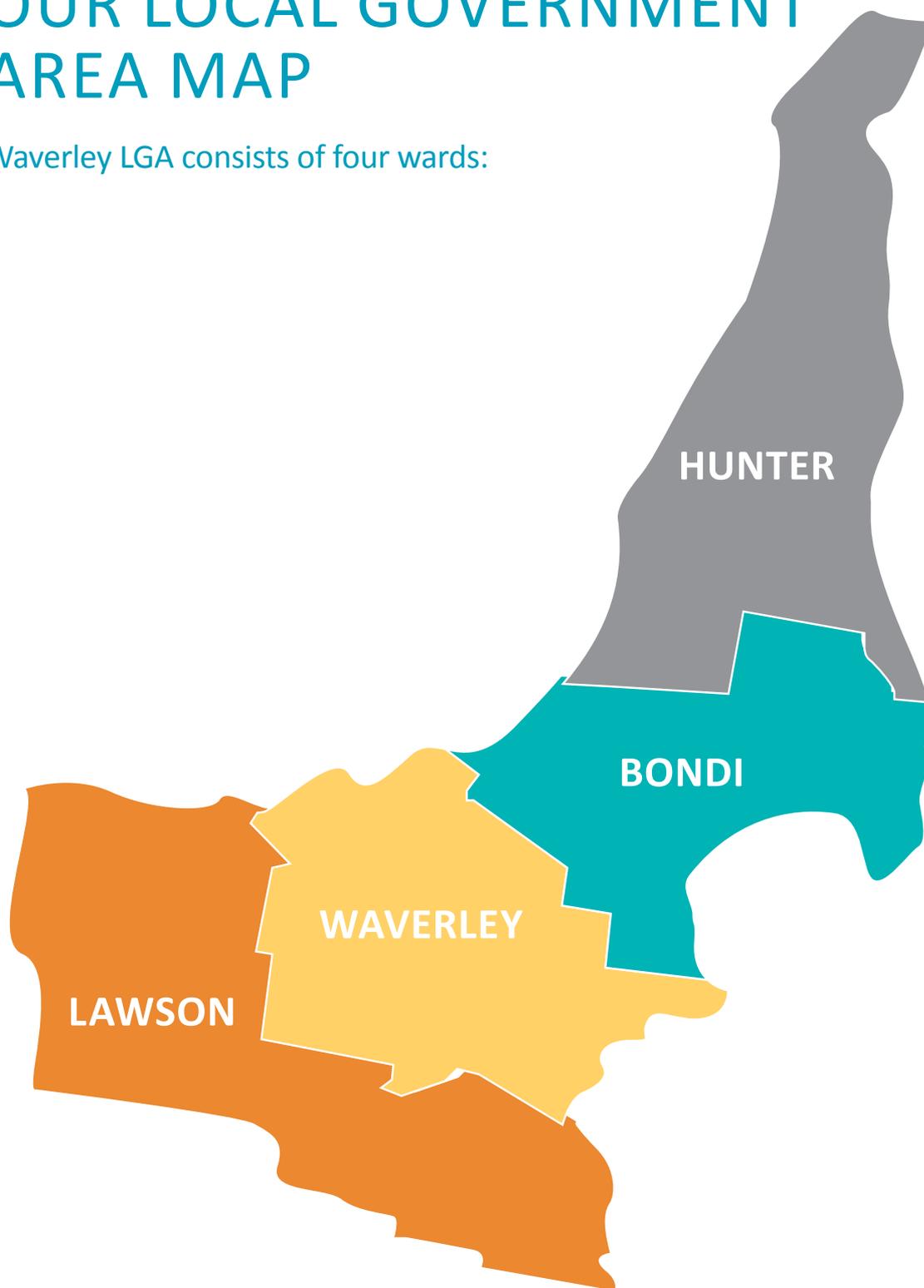
Waverley: connecting the city and the sea.

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:



# WAVERLEY – OUR LOCAL GOVERNMENT AREA



**OUR LOCAL GOVERNMENT AREA:**

**9.2km<sup>2</sup>**

**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:**

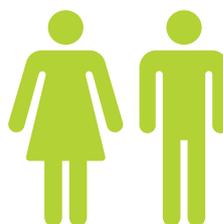
Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley

**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

# ECONOMY



**\$4.9 billion** gross regional product

More than **29,047** jobs in Waverley

## RENTING HOUSEHOLDS

**43%**

## MEDIAN WEEKLY RENT

**\$622**

## MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

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

## SINGLE PERSON HOUSEHOLDS

**28%**



## 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 4 December 2021. 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

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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

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# 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

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.

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# 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.

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## 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.

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## 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.



*North Bondi*

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Bondi Pavilion

# PROGRESS IN IMPLEMENTING THE COMMUNITY STRATEGIC PLAN

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# 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.



Waverley Council

# 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*.

*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



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 5,212 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



Bondi Feast

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 enewsletter 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*



# 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
<p>2.1 Create a resilient, caring and cohesive community</p>	<p>2.1.1 Provide a range of needs-based, flexible and accessible services, buildings and facilities</p> <hr/> <p>2.1.2 Provide and manage social and affordable rental housing, community venues and facilities</p>

Our Goal	Our Strategies
<p>2.2 Nurture a safe, healthy and well-connected community that embraces challenges and has the resilience to adapt to change</p>	<p>2.2.1 Facilitate social inclusion and neighbourhood programs to strengthen community connections</p> <hr/> <p>2.2.2 Manage and regulate public places to achieve safe and healthy lifestyles</p>

Our Goal	Our Strategies
<p>2.3 Strengthen people’s inclusion in community life, promote diversity and celebrate Aboriginal and Torres Strait Islander culture past, present and future</p>	<p>2.3.1 Improve access, participation and inclusion for everyone</p>

## 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 Bathers 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 trialed 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 restrictions.

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 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 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 via 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 completed their NSW Department of Education assessment and rating in March 2021 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

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### **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



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.



**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 provide 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 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
<p>4.1 Promote Waverley as a significant sustainable economy and innovation precinct</p>	<p>4.1.1 Facilitate networking and collaboration between Waverley's independent professionals and aspiring start-ups</p> <hr/> <p>4.1.2 Develop approaches to increase employment opportunities among the highly skilled and educated workforce, including young graduates</p>

Our Goal	Our Strategies
<p>4.2 Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services</p>	<p>4.2.1 Enhance the commercial core of Bondi Junction to increase employment</p> <hr/> <p>4.2.2 Support the efforts of a range of stakeholders to increase the diversity of the local economy</p>

Our Goal	Our Strategies
<p>4.3 Encourage tourism to support the local economy and contribute to local amenity</p>	<p>4.3.1 Ensure tourism contributes to natural and cultural attractions and local amenity</p> <hr/> <p>4.3.2 Support and enhance the tourist economy</p>

## 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.



Bondi Junction

### 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.

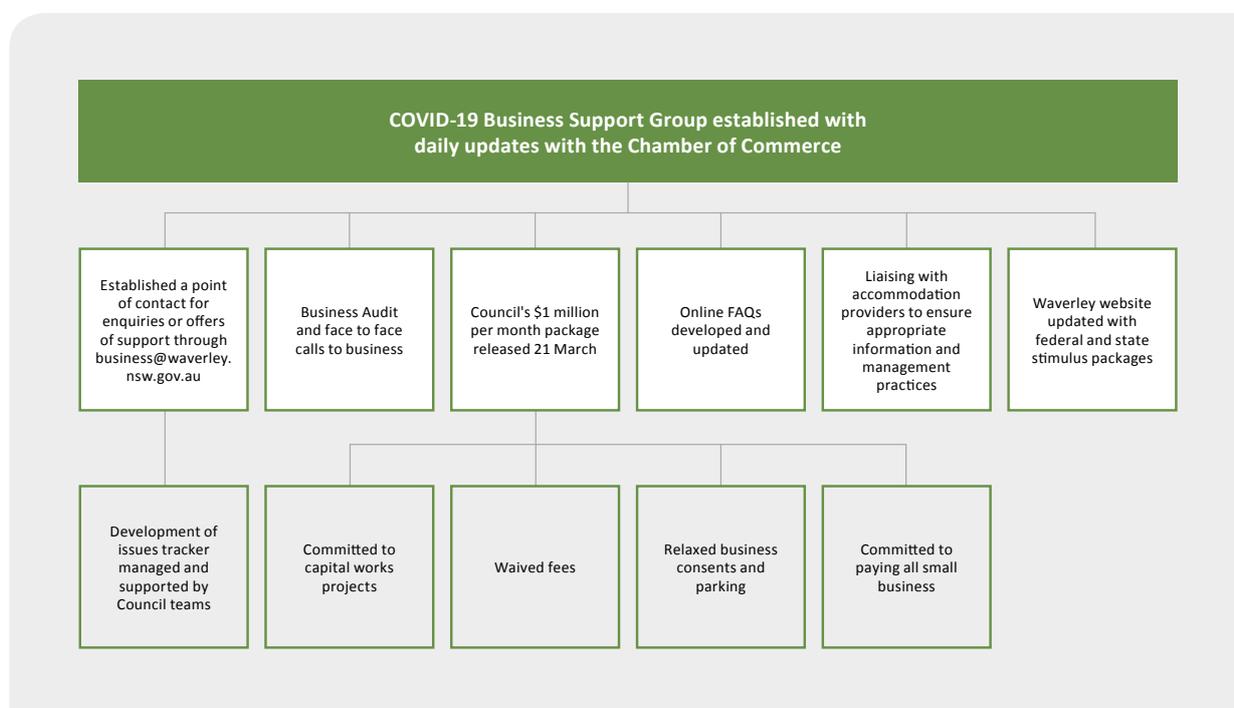
The program is open to small businesses as defined by the Australian Tax Office. The COVID-19 Business Support Program provides assistance in the form of:

- 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 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 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

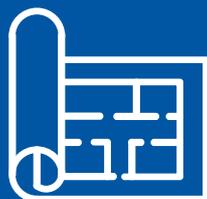
The Securing Retail and Urban Services study considers the existing strategy and policy framework and trends and drivers likely to influence retail and urban services in the Waverley LGA. The study seeks to provide evidence to

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

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# 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.



Waverley Council

## 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.



Bronte Beach

## 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.

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
<p>7.1 Undertake long-term maintenance and renewal of Council assets that meet community expectations and statutory obligations</p>	<p>7.1.1 Implement a sustainable asset management policy and strategy</p>

Our Goal	Our Strategies
<p>7.2 Construct and upgrade new buildings and infrastructure that meet current and future community needs</p>	<p>7.2.1 Work with the community to deliver long-term building and infrastructure plans</p>

## 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

## 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



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 350m<sup>2</sup> 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 Bathers 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**

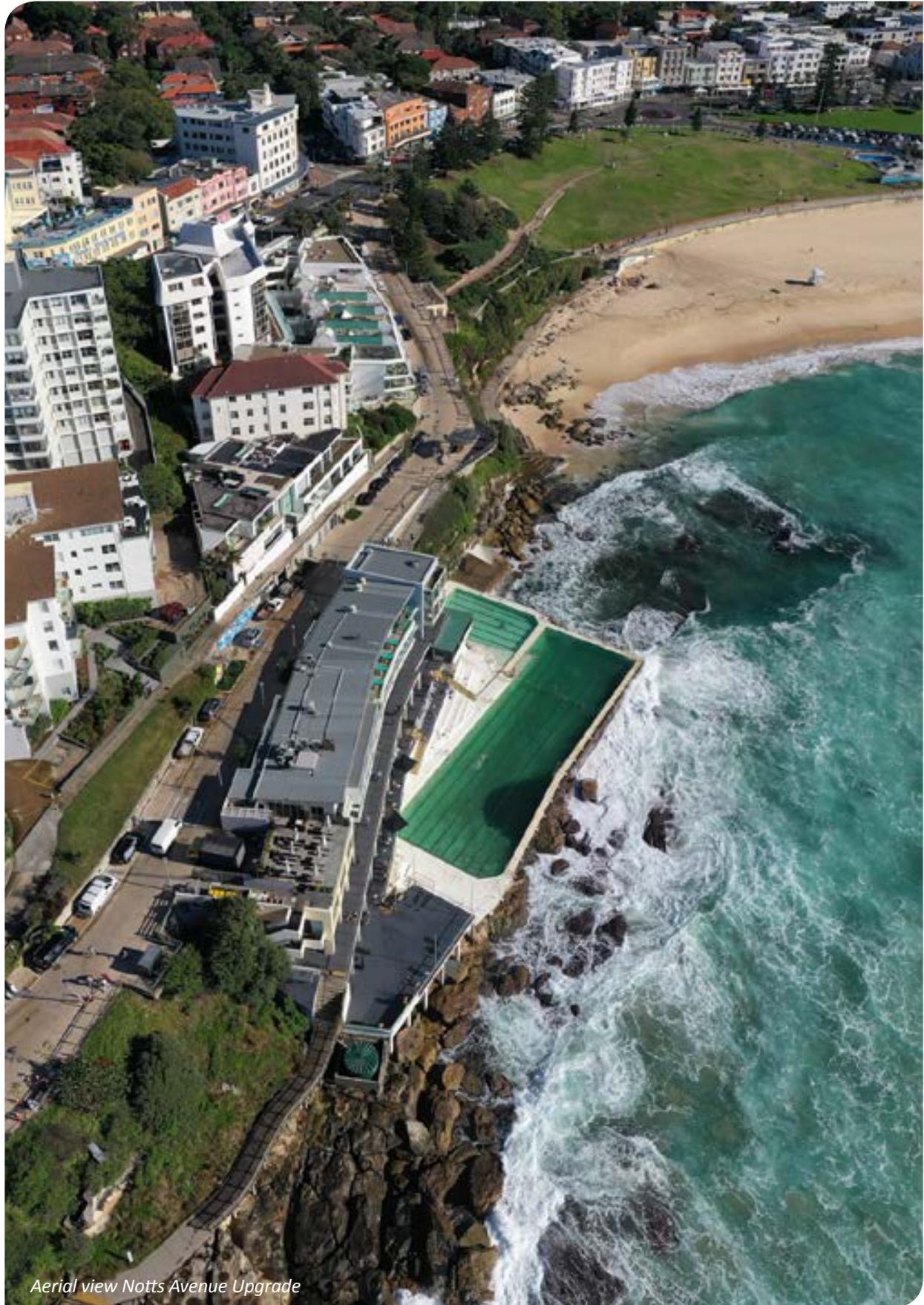
In September 2020 Council adopted the Waverley Council Property Strategy (2020-2024). The Property Strategy formalises Council's approach to the strategic management of its property portfolio and aligns Council's organisational objectives with its service delivery objectives and community expectations.

## 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"> <li>• 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</li> <li>• Community Tenancy Policy was updated and will be presented to Council for endorsement in 2021</li> </ul>
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"> <li>• 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</li> </ul>
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"> <li>• 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</li> </ul>
Develop Plans of Management(POM) for all Council-owned and managed Community Land	<ul style="list-style-type: none"> <li>• 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</li> </ul>
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"> <li>• 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</li> </ul>
Carry out an audit and review of Council's community tenancy property portfolio and services.	<ul style="list-style-type: none"> <li>• 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</li> </ul>
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"> <li>• 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</li> </ul>
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"> <li>• 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</li> </ul>
Carry out a holistic review of Council's social and affordable housing property portfolio and program.	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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

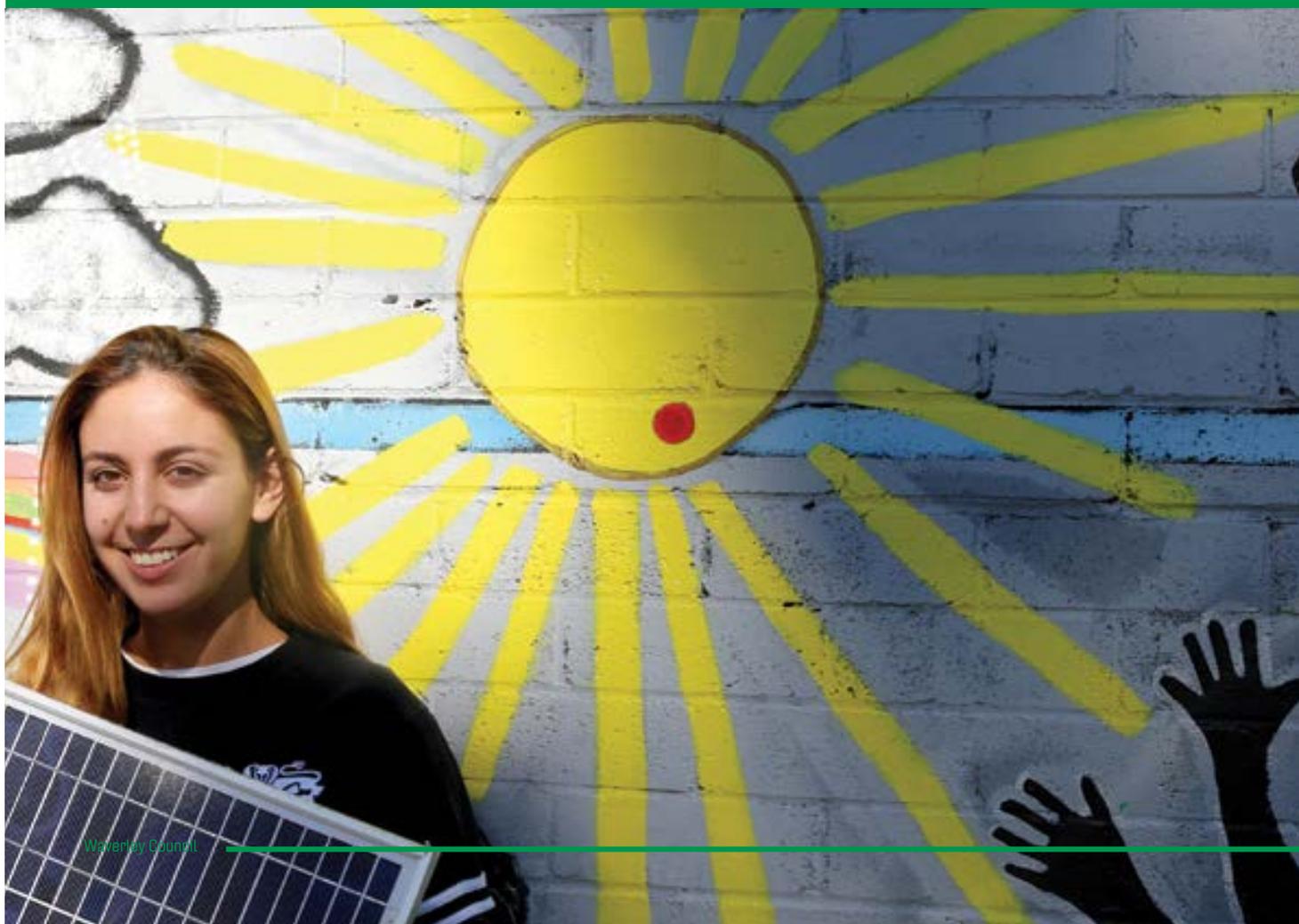


*Aerial view Notts Avenue Upgrade*



# 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

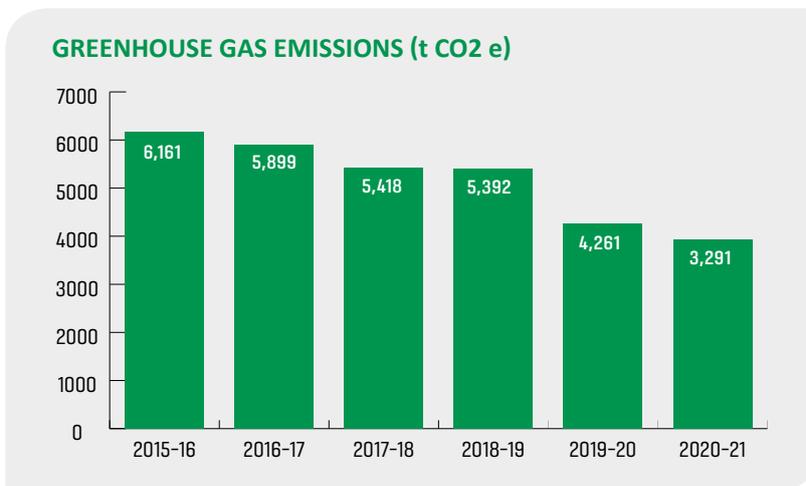
transport. Powered by 100% renewable energy, the charge stations provide open source level 2 AC charge, which suits all models of electric vehicles.

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



- 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:

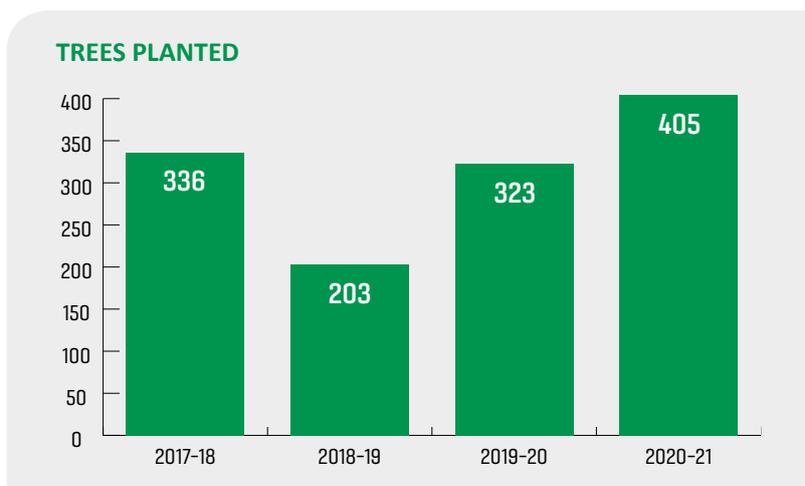
- Winner in Public Service Design – Good Design Awards (2020)
- Winner of national Environmental Leadership and

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 2018-19.





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:
  - 1,500m<sup>2</sup> at York Road Bushland, Queens Park
  - (Centennial Parklands land with the assistance from Council)
  - 625m<sup>2</sup> at York Road verge, Queens Park (Council managed land).
  - 629m<sup>2</sup> 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 pollutant 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

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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.

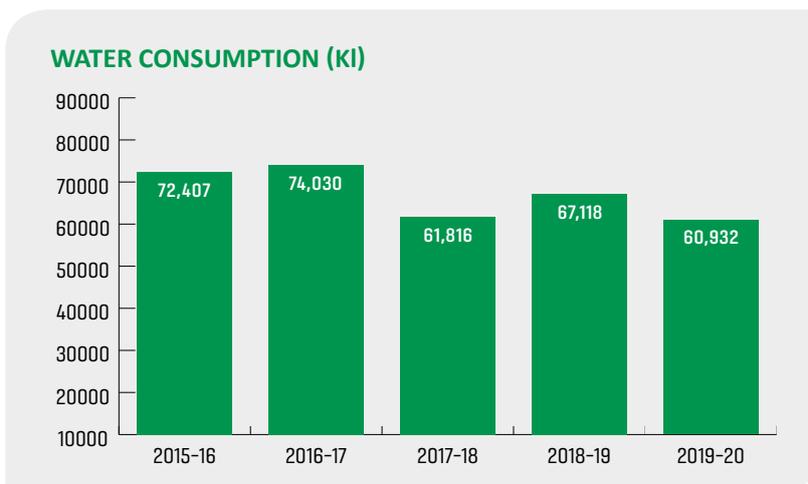
**Water Conservation**

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

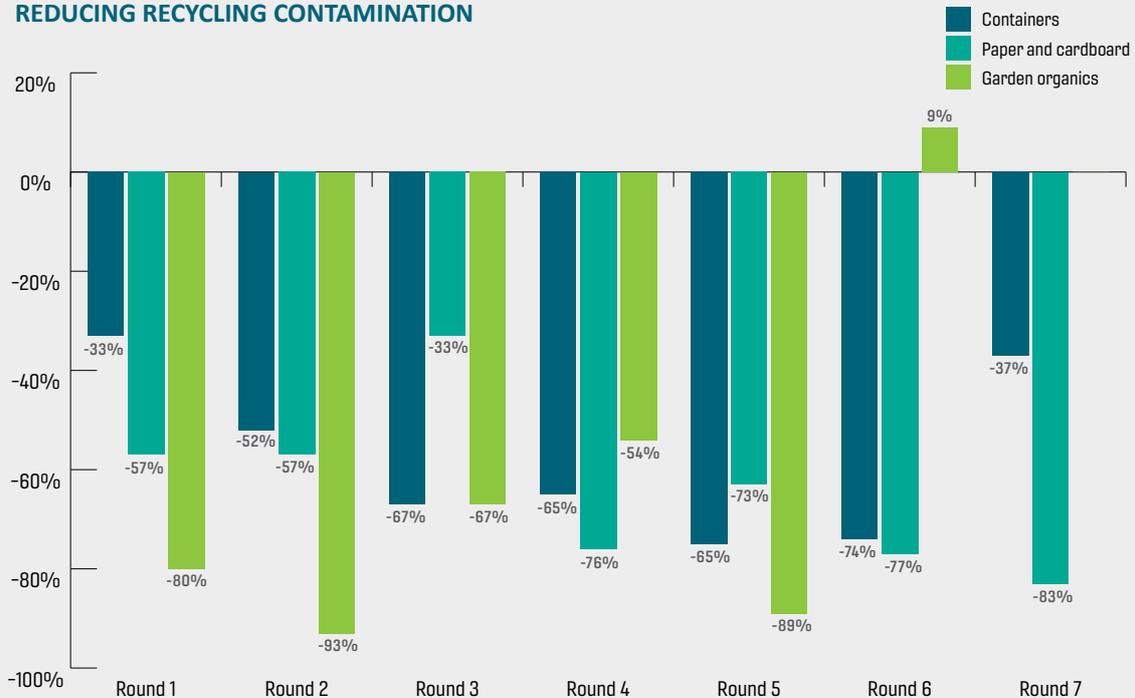
## RECYCLING IMPROVEMENT PROGRAM

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.

REDUCING RECYCLING CONTAMINATION





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.

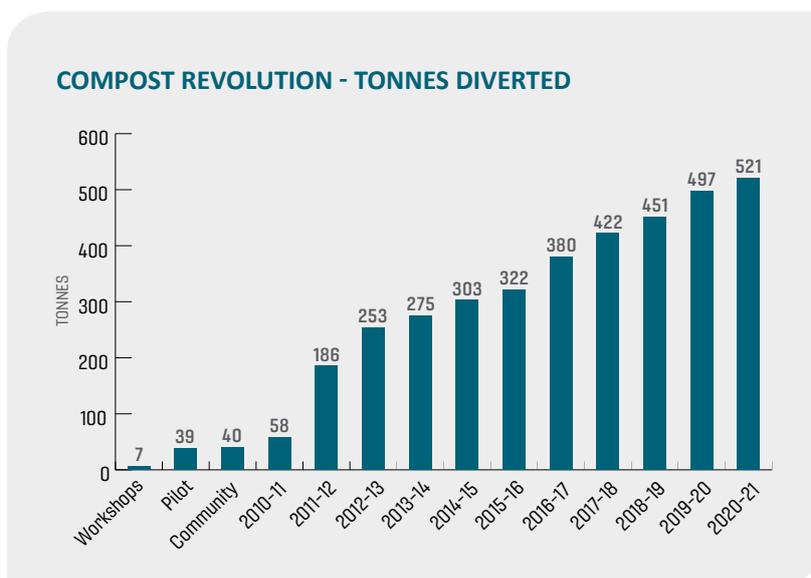
Council’s waste processing contractor, Veolia Environmental Services (Australia) Pty Ltd is developing opportunities to improve landfill diversion performance. Veolia is proceeding with a five-year pilot to use organic output material from waste

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.





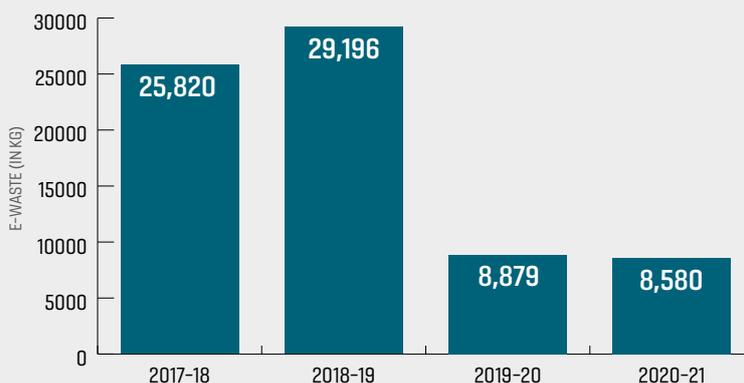
*Volunteers at the microplastics training day at Bondi Beach*

### 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

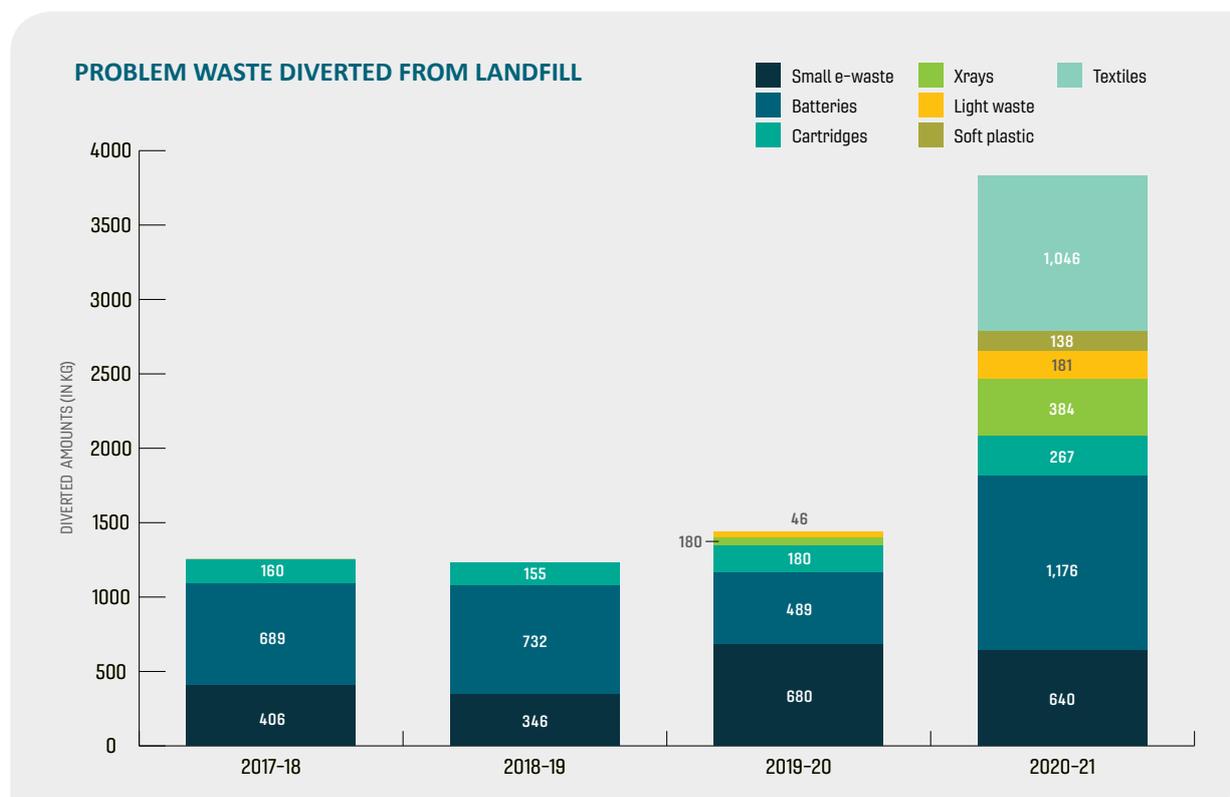
Return and Earn is part of the NSW Government’s goal of reducing litter volume in NSW by 40 per cent by 2020. In June 2018, a Reverse Vending Machine (RVM)

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](http://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

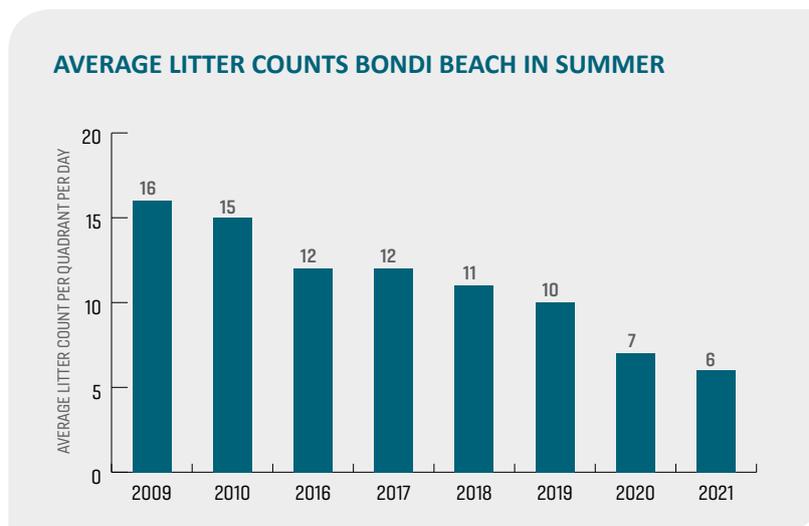
Annual litter audits were conducted at Bondi, Bronte and Tamarama beaches. There has been a trend of litter reduction over the past 12-years at Bondi Beach. The average litter count on the beach per 48 square metres reduced to seven in 2020 from 16 in 2009. The most littered beach was Bondi, followed 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.





*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



*Collaborating for Impact*

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# 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.



Waverley Council

# 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.

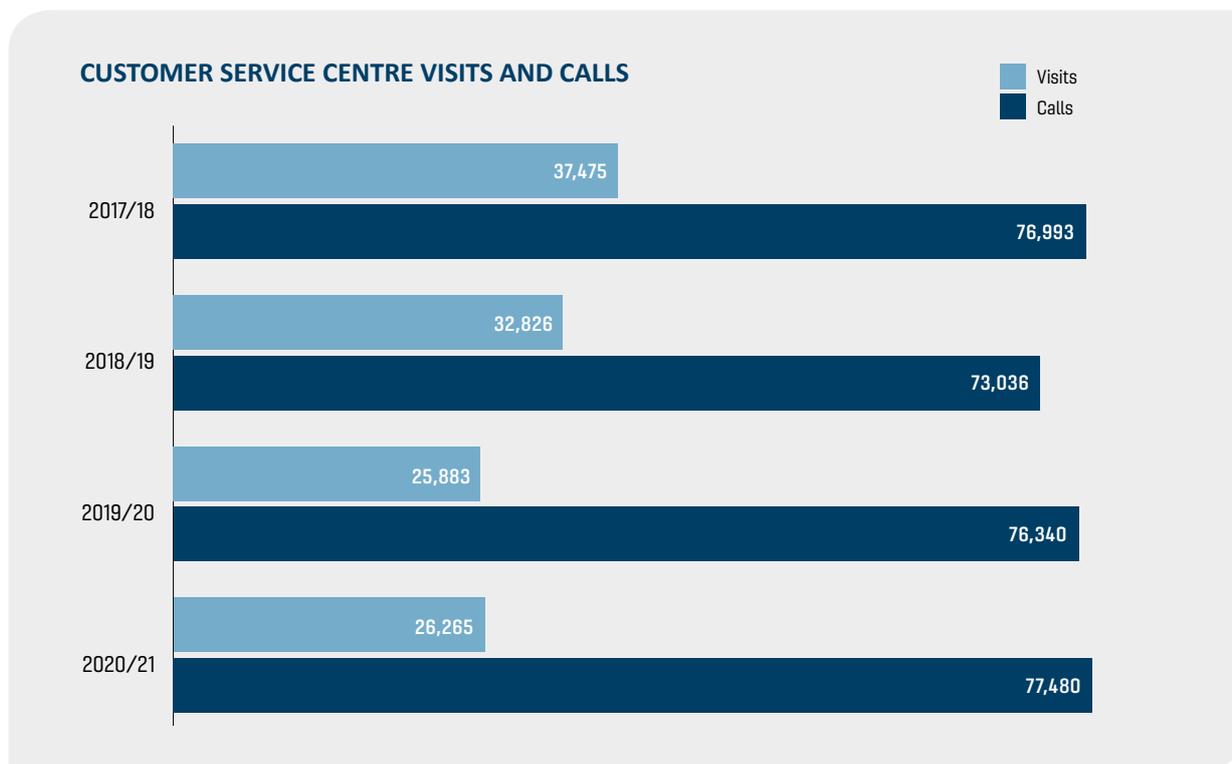
## CUSTOMER SERVICE IMPROVEMENTS

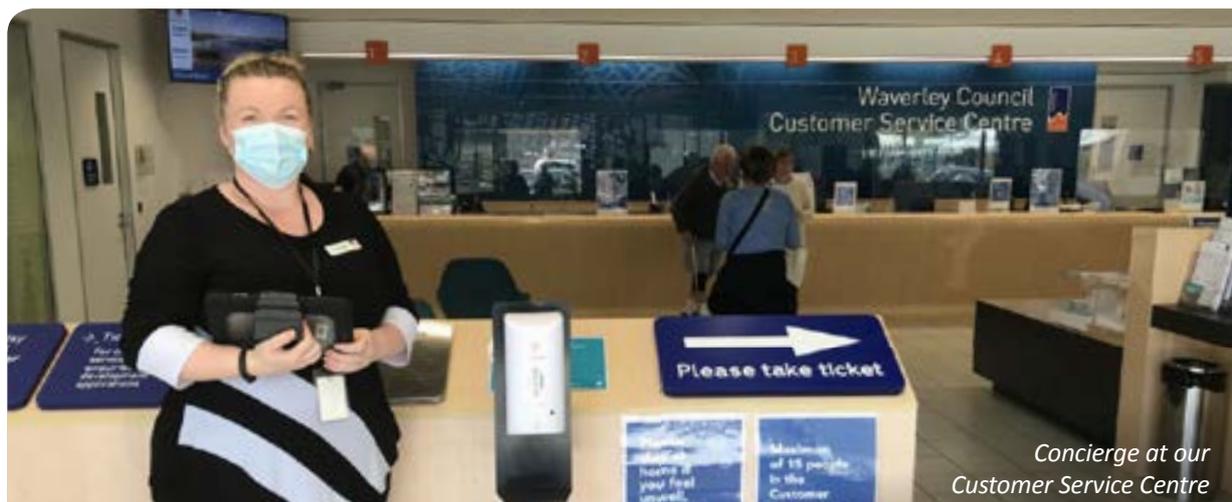
From 2017 to 2021, there has been a 30% decrease in the volume of customers visiting the Customer Service Centre. This can be attributed to several factors, primarily the impact of the COVID-19 pandemic, the expansion of online payment options for customers, the implementation of electronic planning 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 trialled 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*

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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



Customer Service Pop-Up

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

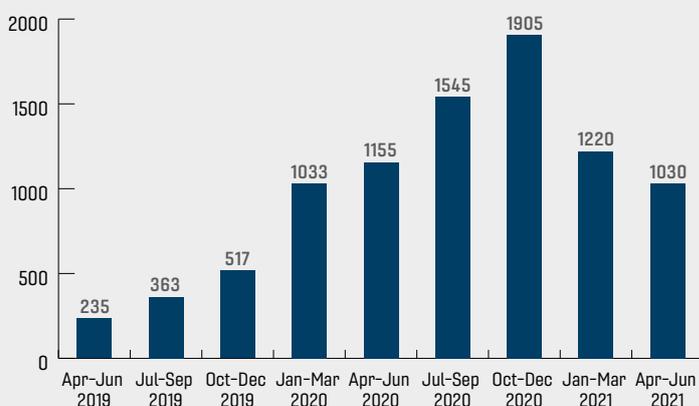
In September 2020, Council launched Uprise, a new holistic health and well-being program. Council currently offers staff and their family members access to the Health & Well-being Support Program. Uprise provides tailored interventions to people based on their well-being levels and support preferences, 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.

### 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,

QUARTERLY INCIDENT REPORTS



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 Hieftitz 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



*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.



Waverley Council

# 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.

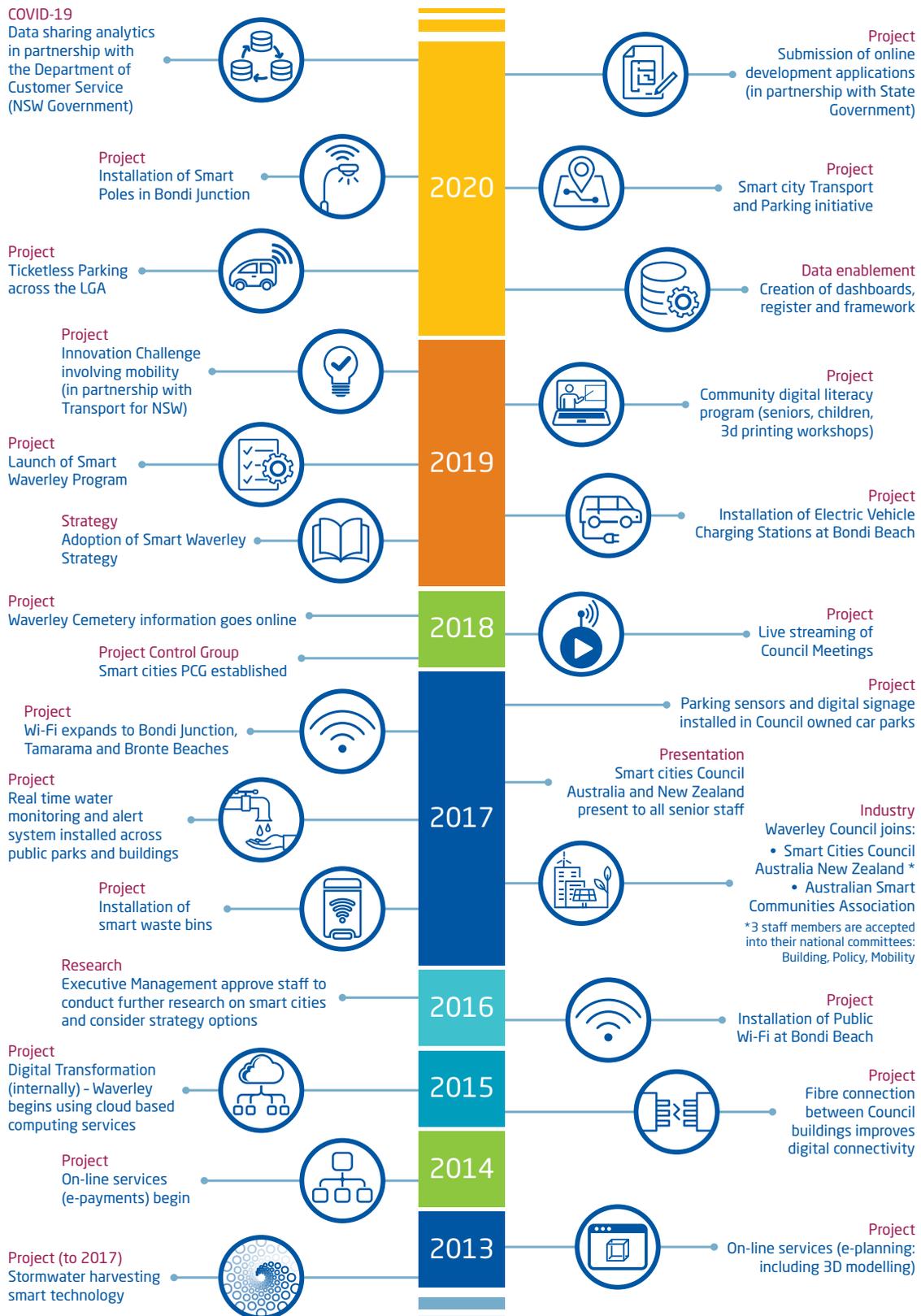
There has been progress in embedding Smart Cities knowledge and concepts across the organisation. They include:

- 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 audio

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

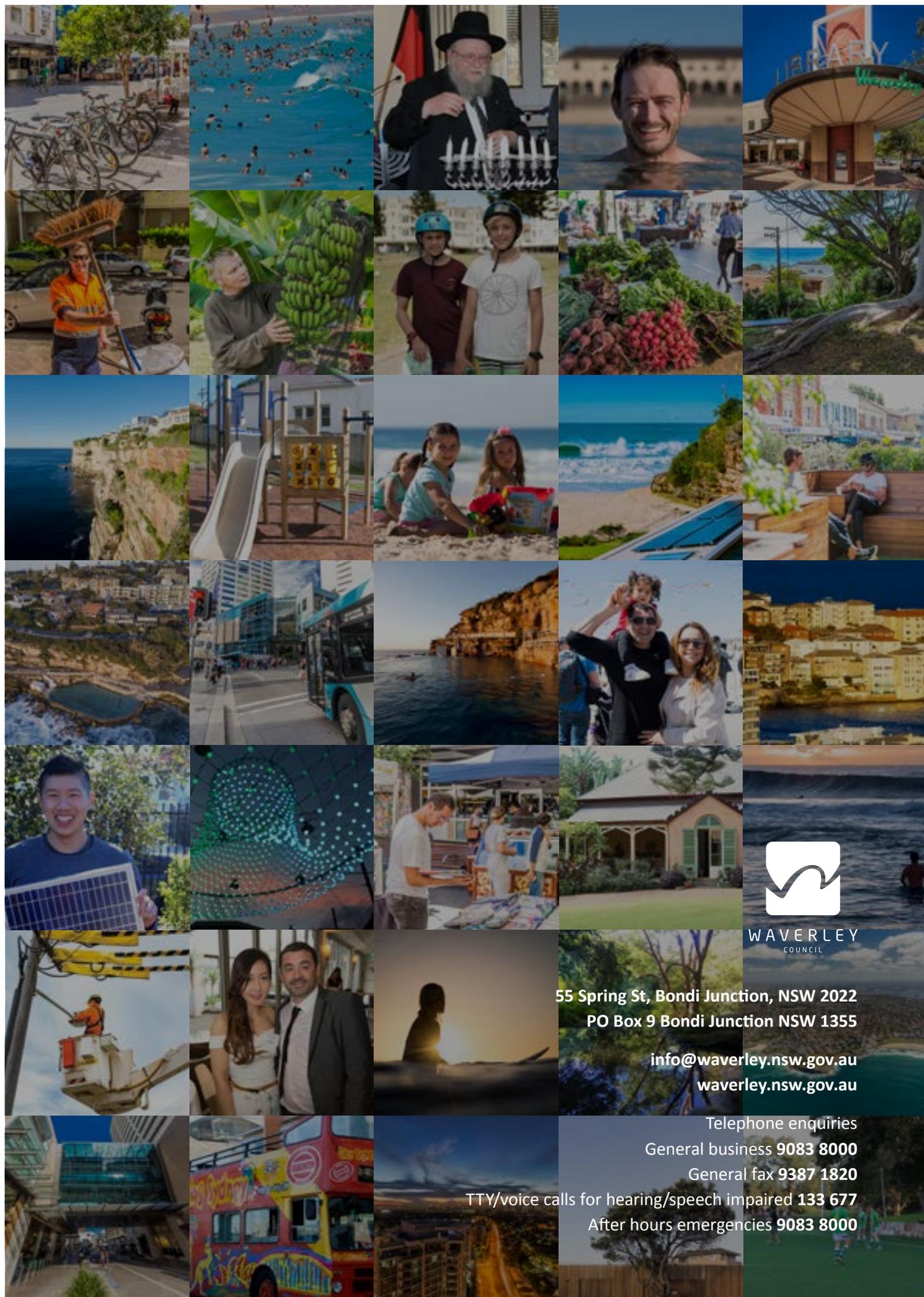
Once the Library reopened in June 2020, the Library instigated a Grab n Go service which allowed a contactless pick up of pre-ordered loans. This service was well appreciated by the community.

### 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



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