



**COUNCIL MEETING**

**ATTACHMENTS UNDER SEPARATE COVER**

**7.00 PM, TUESDAY 16 AUGUST 2022**

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

**ATTACHMENTS**

**CM/7.1/22.08      Delivery Program 2018-22 - Six-monthly Progress Report**

1      Six Monthly Progress Report - January-June 2022.....2



# SIX MONTHLY PROGRESS REPORT (1 January 2022–30 June 2022)



# 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 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. Three SkyPark Gardens were opened at Westfield Bondi Junction.

Council will be supplied with renewable energy from three NSW solar farms as part of a \$180 million renewable energy deal brokered by the Southern Sydney Regional Organisation of Councils (SSROC) with electricity retailer ZEN Energy.

The landmark retail electricity agreement will deliver over 214 gigawatt hours of electricity per year to 25

councils across NSW including neighbouring Randwick and Woollahra councils.

Council adopted its Integrated Planning and Reporting suite of documents including the Community Strategic Plan, Delivery Program, Operational Plan, Long Term Financial Plan, Strategic Asset Management Plan, and Workforce Plan at its meeting in June 2022. Strategies such as Environmental Action Plan and Disability Inclusion Action Plan were also adopted.

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.



3

# OPERATIONAL PLAN ACHIEVEMENTS

Six Monthly Progress Report 1 January 2022–30 June 2022

---

4



## 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 January 2022–30 June 2022



## 5 KEY HIGHLIGHTS

### EASTSIDE RADIO AT BONDI PAVILION

Council will operate the Pavilion's radio studio as a shared facility through a licensing agreement with Eastside Radio. Scheduled to open in September 2022, the radio studio comprises a professional standard broadcast and production facility with shared access to two music studios.

The studios have network connectivity to the theatre and broadcast radio station for audio recording and AV streaming between the rooms. It is designed for flexible production of live-to-air programming, accommodating different users at one time.

Council called for Expressions of Interest in February 2022 for the Bondi Pavilion Community Radio Station License which was voted on by Council in May. Eastside Radio was established more than 40 years ago and around 90,000 listeners tune in to its arts and news programs each week.

### WAVERLEY ART AND CULTURAL PLAN IMPLEMENTATION

Multiple actions in the Waverley Art and Cultural Plan were implemented during the reporting period. Bondi Pavilion construction delays impacted the opening of the building. Indigenous cultural interpretation work is progressing at Bondi Pavilion ahead of its reopening including the confirmation of wall text installation for Terry Yumbulul's mosaic. Bondi Memorial was launched publicly in a high profile event at Marks Park. Public Art Masterplan implementation has continued, with commissioning work on the North Bondi Kids Pool art work and Bondi Pavilion Indigenous public art work commission progressing. Digital platforms have continued to support accessible delivery of programs, including The Nib Presents online presentation. Model for artists partners to engage with Council on Bondi Pavilion programming has been established and shared with the Arts and Culture Advisory Committee. Review of creative programs, and creative workspace requirements is delayed due to delay in use of all Council-owned venues.



### WAVERLEY YOUTH ART PRIZE WINNERS ANNOUNCED

Council has announced the winners of the 2022 Waverley Youth Art Prize which this year saw young artists respond to the theme Science, Space and Future Stories.

The Waverley Youth Art Prize encourages creativity in young artists from across Sydney and is open to people ages 9-18 who live, study, work in or visit Waverley. Winners receive art packs and vouchers to attend classes at local institutions such as the National Art School.

All artworks are exhibited so that future artists can experience the joy of exhibiting and see an audience.

6



2022 Waverley Youth Art Prize Winners

The 2022 Waverley Youth Art Prize winners are:

- Mayor's Prize: Charlotte Juracich – Resistance
- Mayor's Prize – Highly Commended : Kathryn Jordan – United Nations in Space
- Senior – First Place: Charlotte Juracich – Resistance
- Senior – Second Place: Alex O'Gorman – A Different Lens
- Senior – Third Place: Niamh Bookallil – Broken Standards
- Senior – Highly Commended : Charlotte Laundry – The Multifaceted Nature of Human Identity
- Intermediate – First Place: Celeste Ferreira – Celestial Gaze
- Intermediate – Second Place : Ella Zhang – Spacing Out
- Intermediate – Third Place: Eloise Toner – In-Between the Dreams
- Intermediate – Highly Commended: Lauren Nolan – The beginning of the End
- Junior – First Place: Jiayi Wu – The Astronaut and Space
- Junior – Second Place: Eric Hess – Hidden in plain sight
- Junior – Third Place: Emily Ma – Best Wishes
- Junior – Highly Commended: Sofia Amato – Harmony
- Best Interpretation of the Theme: Jaylan Yang – Uncharted Brilliance
- Best 3-Dimensional artwork: Griffin Hinckman – Alien Approach
- Best New Media artwork: Sarah Barber – Sarah
- Packing Room Prize (Staff pick): Jiayi Wu – The Astronaut and Space

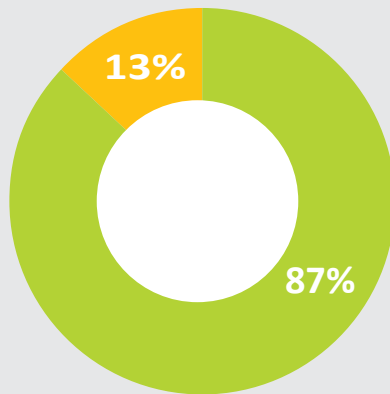
## COMMUNITY EVENTS AND FESTIVALS

A range of community events and festivals were organised during the reporting period. They include Bronte House Garden Open Day events, Global Table, International Women's Day Breakfast, Guru Dudu's Silent Disco Walking Tours and Waverley Youth Art Prize.

## CREATIVE AND EDUCATIONAL PROGRAMS

Waverley Library delivered 170 programs including author talks, professional panel discussions addressing subjects such as racism, Tech Savvy Senior sessions in English, Russian, Spanish and Italian, early literacy and robotics.

## 7 ARTS AND CULTURE



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

In the Arts and Culture Theme, 87% of the actions were completed and 13% are in progress.





# 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.



Six Monthly Progress Report 1 January 2022–30 June 2022

## 9 KEY HIGHLIGHTS



Bondi Memorial

### BONDI MEMORIAL LAUNCH

The Bondi Memorial Community Launch was held on 4 June at Marks Park. The Bondi Memorial is dedicated to all the victims and survivors targeted during a spate of homophobic and transphobic violence from the 1970s to the 1990s in Sydney and NSW. Many of these incidents took place in Marks Park. The Memorial commemorates those whose lives were lost and pays tribute to the courage and resilience of those who survived, as well as their families and loved ones.

### DISABILITY INCLUSION ACTION PLAN

Disability Inclusion Action Plan 2022-26 was endorsed by Council in June 2022 after extensive community and internal consultations, including two meetings of Council's Access and Inclusion Panel.

The DIAP will help Council work towards improving community inclusion and access in Waverley over the next four years in the key outcomes areas of attitudes and behaviours, liveable communities, meaningful employment and systems and processes as identified by people who live, visit and work in Sydney's eastern suburbs. Our Disability Inclusion Action Plan provides a framework to increase community participation by providing safe, accessible and inclusive services and public spaces.

### NEIGHBOUR DAY

In March 2022, Council celebrated Neighbour Day with the street play initiative. A street play event involves people congregating within a section of road that has been temporarily closed to traffic. Vehicular access for residents and emergency services would still be possible under guidance. It is an event organised and funded by the residents. Street play is for neighbours to organise with some support from Council.

Neighbour Day is a project of Relationships Australia, a national not for profit organisation that believes in the power of the Australian community to support its most vulnerable, to tackle loneliness, and to work together to ensure respectful relationships throughout the pandemic, and beyond.

10

## UNITED TO END RACISM CAMPAIGN

Council is committed to building a welcoming, cohesive and resilient community where people of all cultural backgrounds can belong and participate in Waverley's social, cultural, economic and civic life. As part of its Cultural Diversity Strategy, Council is taking a stronger stance against racism by launching the United to End Racism campaign.

Objectives of the campaign include:

- Promote Waverley as a diverse and inclusive community, which values respect for all and rejects racism
- Provide opportunities for people to recognise racism in all its forms and understand its impacts
- Encourage everyone to take simple steps to help end racism; and
- Include a range of physical landmarks and community activities.

The campaign features landmarks, such as footpath decals, banners, and posters in highly visited areas, an art competition, and a series of community events. In March 2022, Council organised an art competition and offered two panels for six months at the Bondi Beach Sea Wall to artists from culturally and linguistically diverse backgrounds.

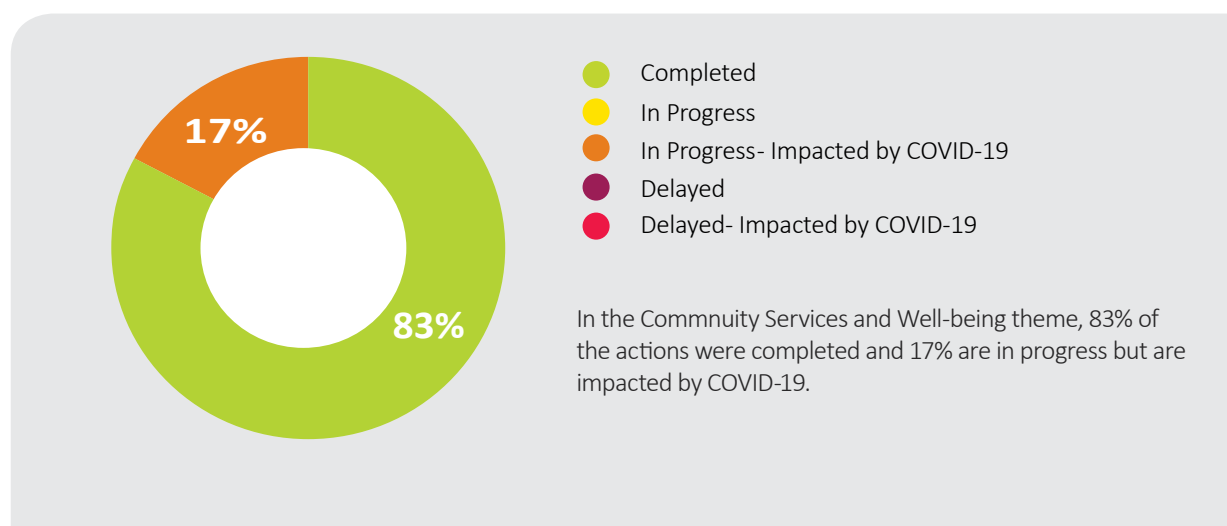
## PARTNERSHIP INITIATIVES

Council established partnerships with a range of stakeholders to engage young people and discourage antisocial behaviour. This has resulted in great outcomes. Four drop-in sessions and skate competitions with food and activities have successfully engaged the target demographic. A range of Youth Week activities were organised in April 2022 in partnership with WAYS and other local services and businesses. In May and June 2022, Council's Child Safe working group partnered with the Office of Children's Guarding to support implementation of Child Safe Policy and development of educational materials for information sharing.

## RESPONSE TO COMPLEX NEEDS

Interagency meetings and collaborative forums continue to be held online. The Annual Street Count was conducted in February 2022. A number of people were housed over this period. Numbers remain stable as new people become homeless. Three Eastern Sydney Youth Services Network meetings were held during this period, focussing on planning, mental health pathways and disability services and the NDIS. LGBTIQ inclusivity training for ESYSN participants was provided.

## COMMUNITY SERVICES AND WELL-BEING







## 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.



## KEY HIGHLIGHTS



Tamarama Park

### TAMARAMA PARK AND BEACH PLAN OF MANAGEMENT AND MASTERPLAN

Council engaged the community in May and June 2022 seeking ideas to be included in the Tamarama Park and Beach Plan of Management (POM).

Community engagement initiatives and contextual analysis will guide the development of a new vision and set of actions in the updated POM. This will be critical to ensure a clear design and management direction will be in place that reflects the culture and values of Tamarama Park and Beach.

### BARRACLUFF PARK AND MARLBOROUGH RESERVE PLAYGROUND UPGRADES

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.

Marlborough Reserve Playground upgrade included:

- Installation of new playground equipment, rubber softfall and natural and imaginative play spaces
- Installation 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
- Installing new park furniture

- Improving pedestrian access into the playground.



Marlborough Reserve Playground

Council is currently reviewing any upgrade defects for improvements.

### OPEN SPACE DESIGN AND UPGRADES

Onslow Street Reserve design, consultation and documentation were completed. Construction works were completed in 2022. Belgrave Street Reserve design is nearing completion.



13



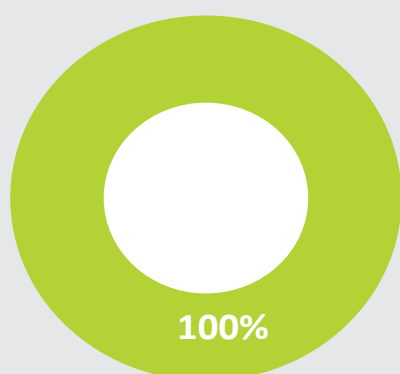
Waverley Park Fitness Station - Artist's Impression

## WAVERLEY PARK FITNESS STATION UPGRADE

Council is relocating the existing fitness station to an area of the park that is protected by large trees, has a flat level surface, is not next to nearby homes and is currently unused. The new fitness station will have compact, multi-use equipment suitable for cross training, strength training with body weight and cardio exercises.

The new location for the exercise station was supported in the previous Waverley Park Plan of Management consultation. Council engaged the community in March and April 2022 on the types of exercises the new equipment will support. Council has received funding from the NSW Government's Public Spaces Legacy Program for upgrades to the fitness station and playground in Waverley Park. These works will be complete by the end of 2022.

## RECREATION AND OPEN SPACES



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

In the Recreation and Open Spaces Theme, 100% of the actions were completed.



## 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.



Six Monthly Progress Report 1 January 2022–30 June 2022

## KEY HIGHLIGHTS

### BONDI INNOVATION FORUM



Council, in conjunction with the Bondi Innovation Alliance and the Bondi Chamber of Commerce delivered the second innovation forum on 26 May 2022. More than 315 people attended the Forum. Seven leading entrepreneurs from across the globe spoke on the risks and rewards that have gotten them to where they are today.

### JOBS AND INNOVATION ROADMAP

The draft Innovation in Waverley roadmap was prepared and scheduled for September 2022 Strategic Planning and Development Committee. The draft Innovation in Waverley roadmap aims to position the Waverley LGA as an innovative and economically resilient community moving into the future.

### BONDI JUNCTION OFFICE FLOORSPACE

Recommendations from Our Liveable Places Strategy 2020-2036 on strategies to facilitate commercial office floorspace in Bondi Junction and other centres were included in Local Strategy Planning Statement LEP. Waverley LEP 2022 is awaiting Department of Planning and Environment gazettal.

### TEMPORARY ALFRESCO DINING

Council worked with Service NSW to deliver Temporary Alfresco Dining Guidelines in December 2021. Council is currently reviewing and preparing an evaluation report on temporary Alfresco Dining.

### 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 approved and planned for installation in 2022-23.



Bondi Beach

### WOMEN IN BUSINESS BREAKFAST

Council, in partnership with the Bondi Chamber of Commerce organised the Bondi Women in Business online breakfast in February 2022. The event gave local business women networking opportunities and share any concerns with the Mayor.

### 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.

# SUMMARY OF FINDINGS

## OCCUPANCY RATES

The following information is a summary of information for all of Waverley as of April 2022:

Commercial Centre	Occupancy % August 2020	Occupancy % February 2021	Occupancy % October 2021	Occupancy % April 2022	
Charing Cross	89.2	86.4	86.7	92.6	↑
Macpherson Street	92.0	88.1	90.7	93.5	↑
Bondi Road	94.6	93.1	93.9	93.6	↓
Bronte Beach	100	100	100	100	—
Rose Bay	94.1	92.6	92.6	96.3	↑
Bondi Junction	88.8	86.3	85.4	91.4	↑
Bondi Beach	90.2	91.7	92.3	93.6	↑
<b>Waverley (average)</b>	<b>92.7</b>	<b>91.2</b>	<b>91.7</b>	<b>94.6</b>	<b>↑</b>

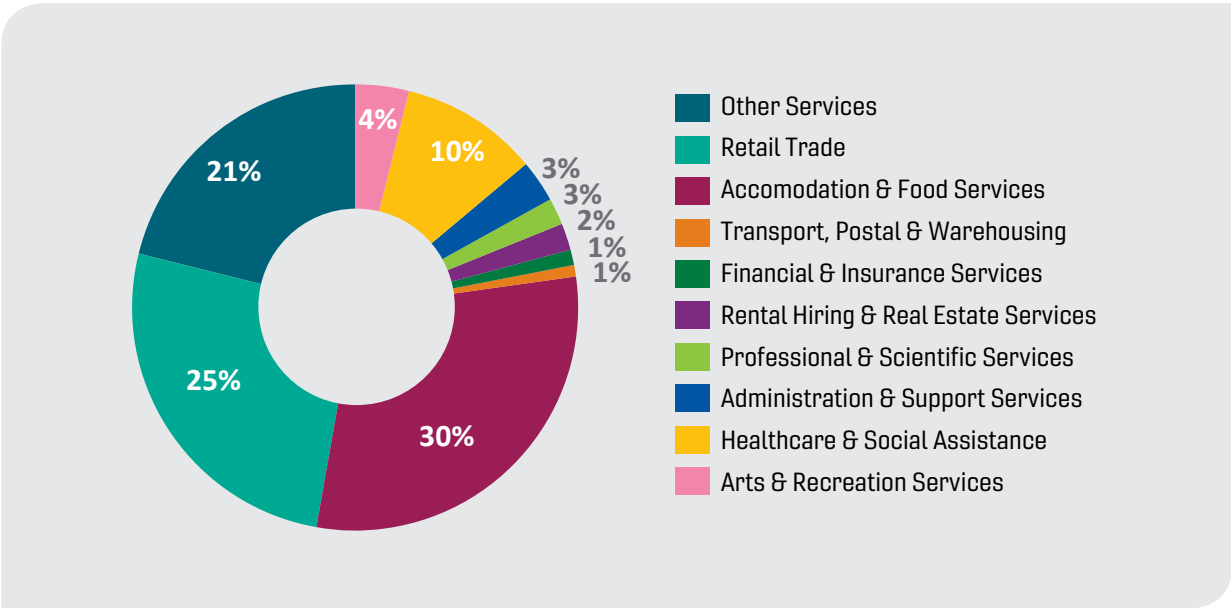


# 17 SUMMARY OF COMMERCIAL CENTRES

## INDUSTRY MIX

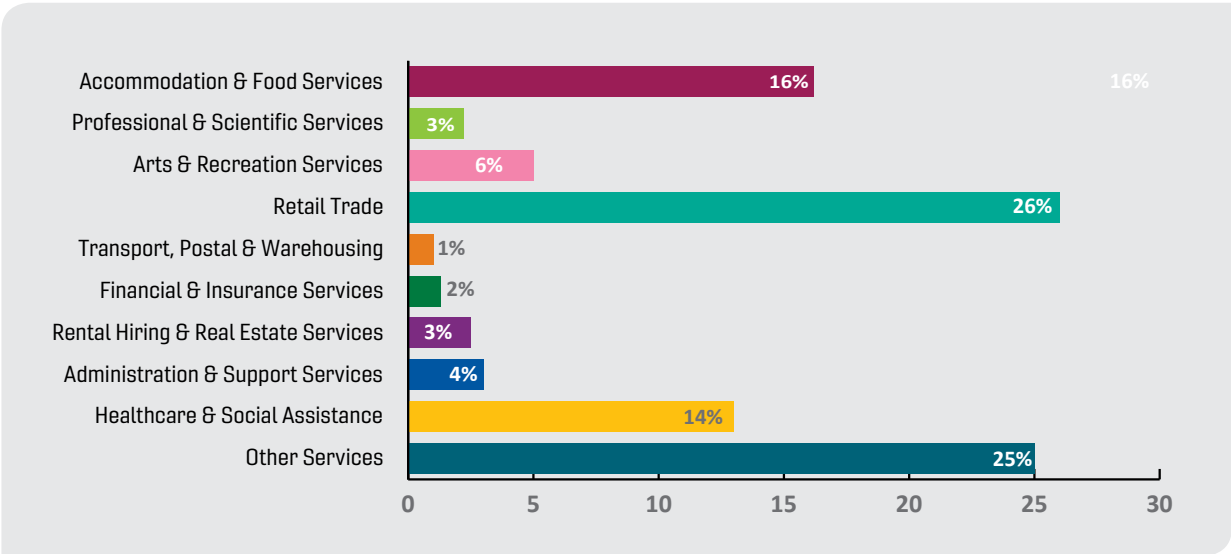
**Top three industries:**

- 1. Accommodation & Food Services (30%)
- 2. Retail Trade (25%)
- 3. Other Services (21%)



## TENANCY MIX

**Bondi Junction**





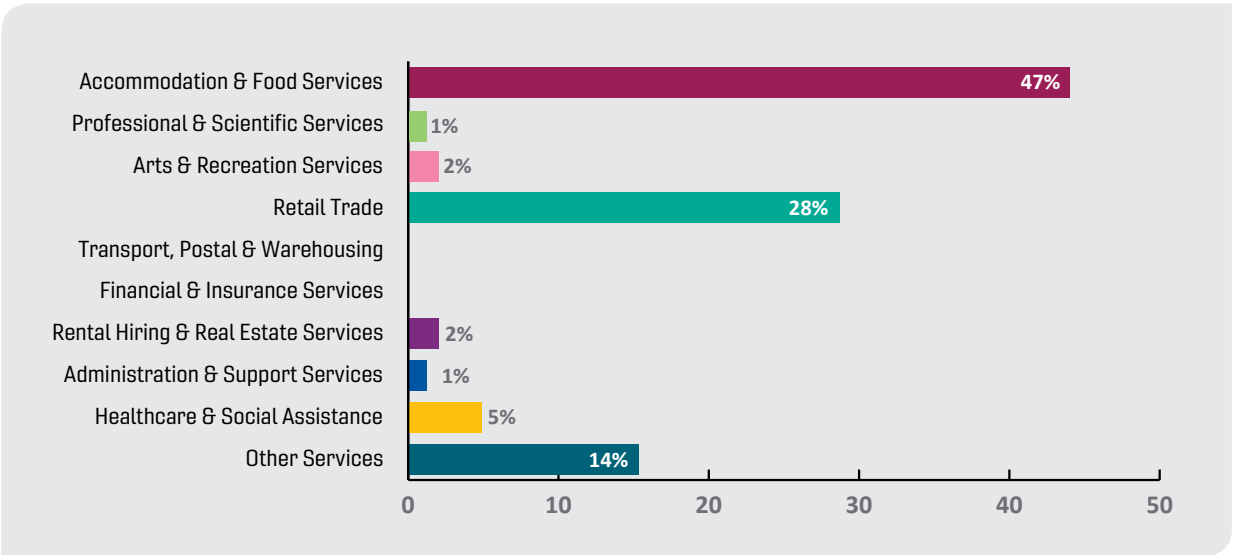
18

SUMMARY OF COMMERCIAL CENTRES

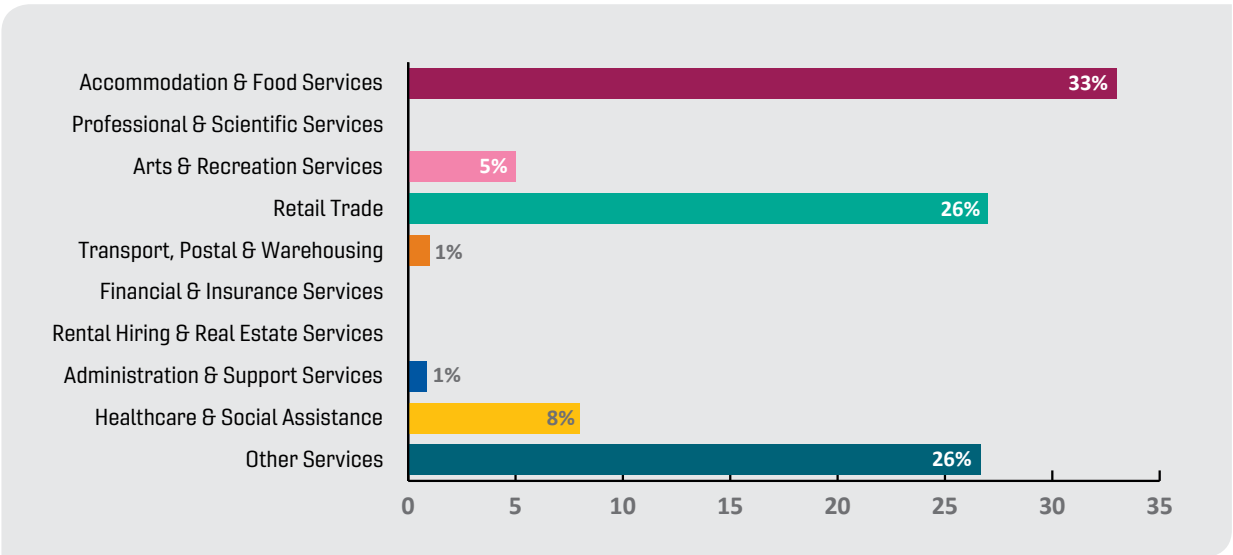
Continued

TENANCY MIX

Bondi Beach



Bondi Road



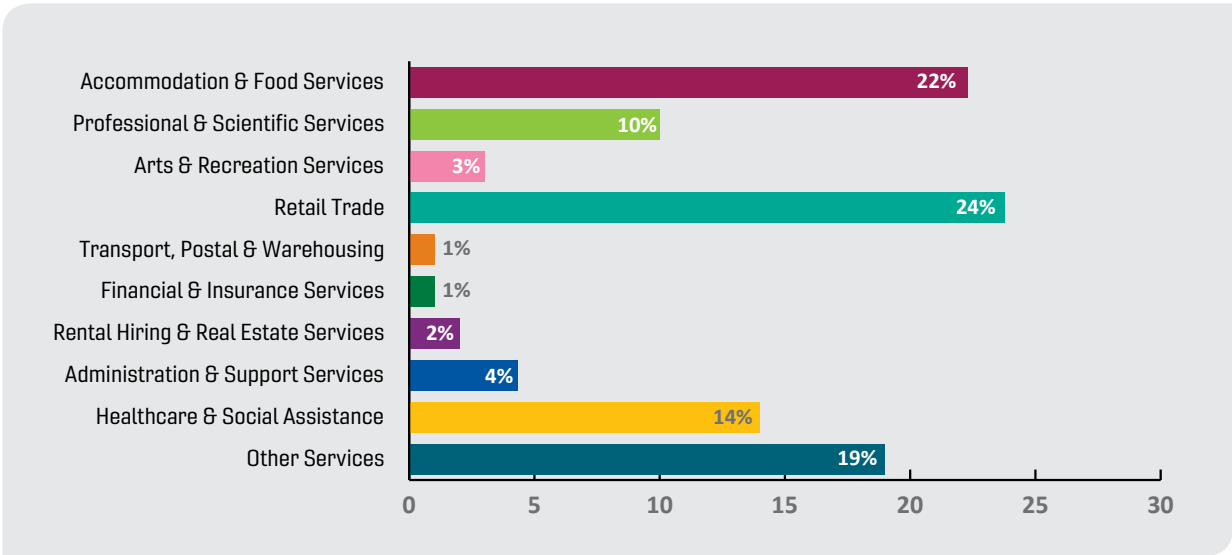
19

SUMMARY OF COMMERCIAL CENTRES

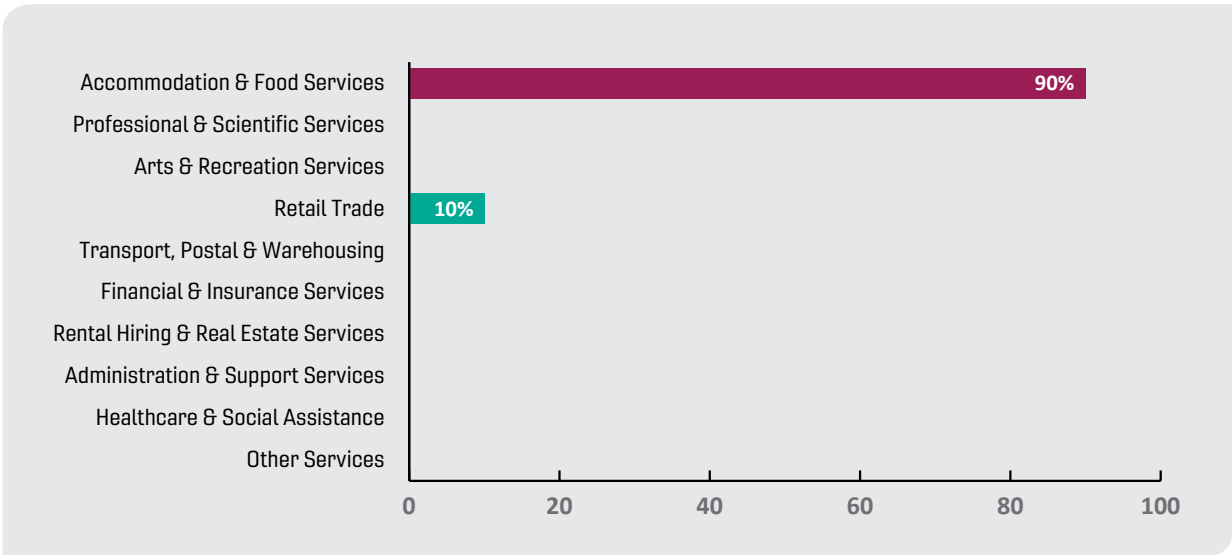
Continued

TENANCY MIX

Charing Cross



Bronte Beach



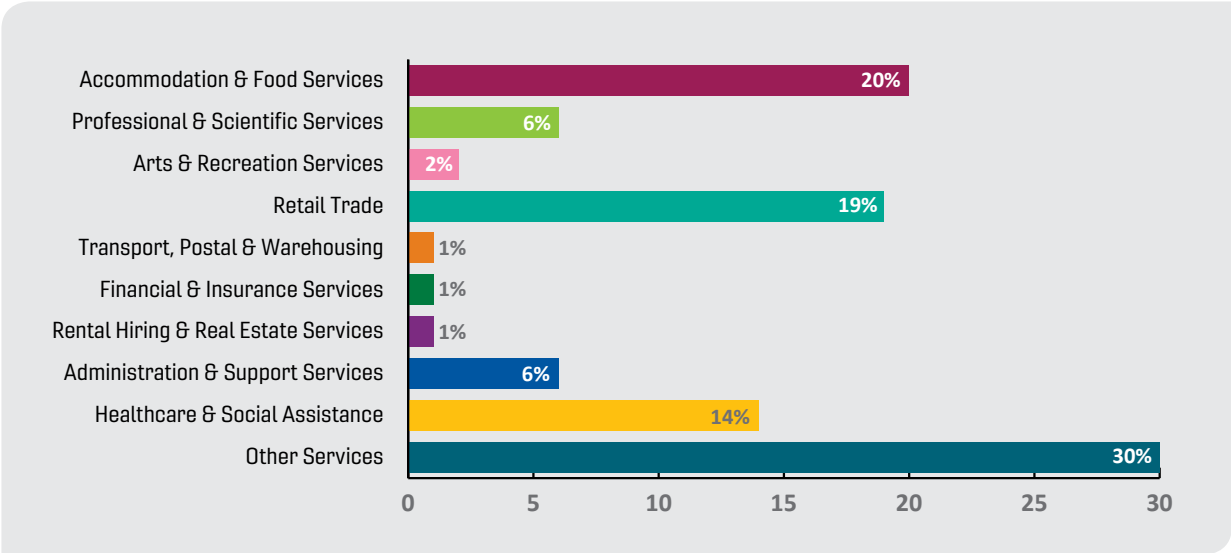
20

SUMMARY OF COMMERCIAL CENTRES

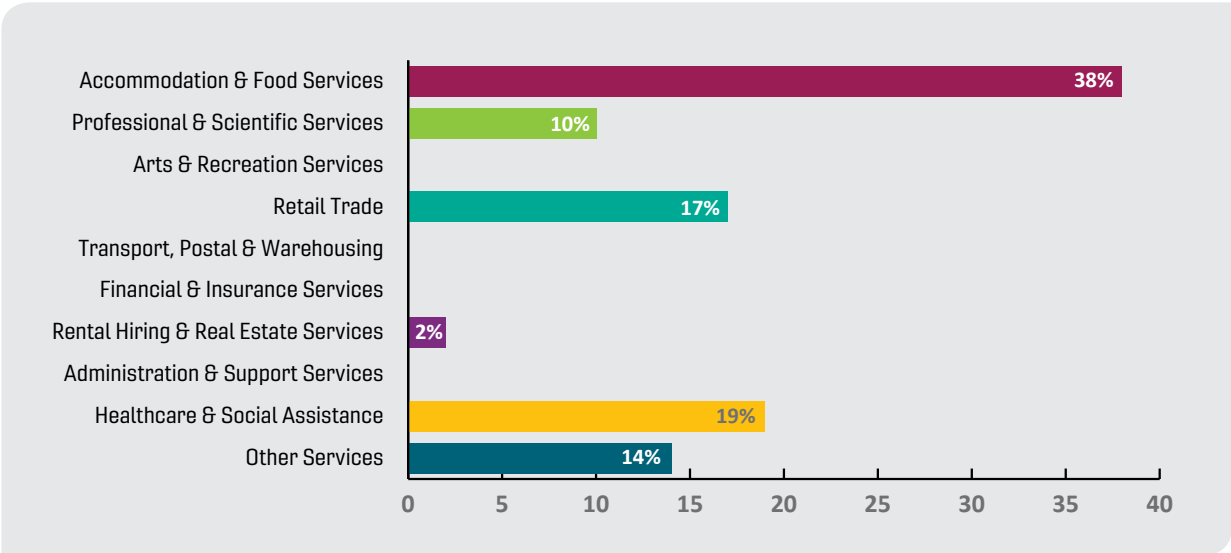
Continued

TENANCY MIX

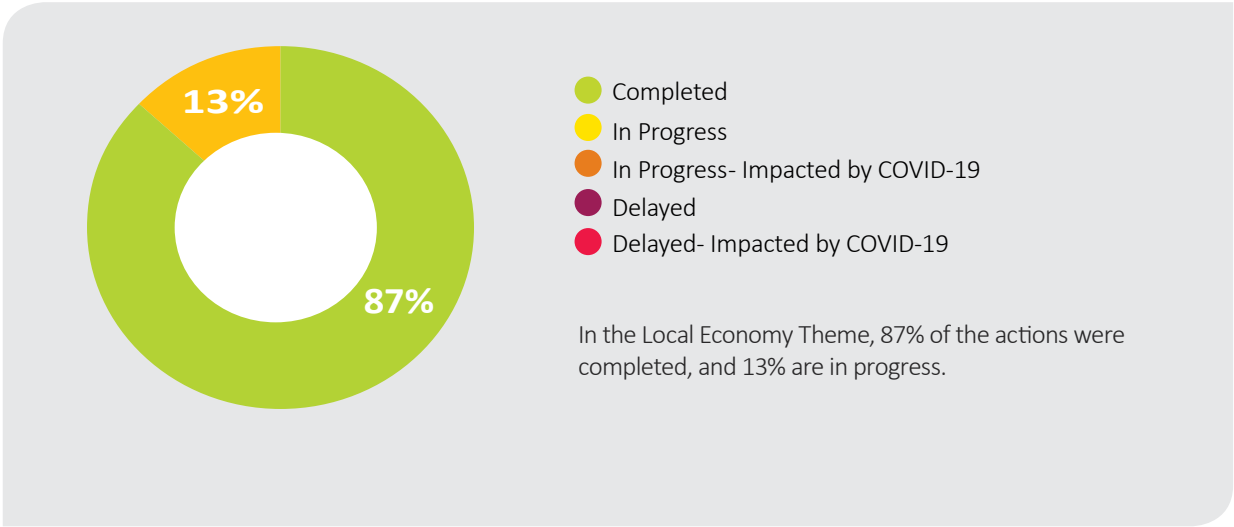
Rose Bay

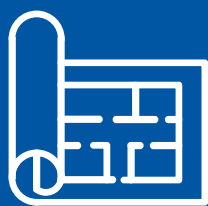


Macpherson Street



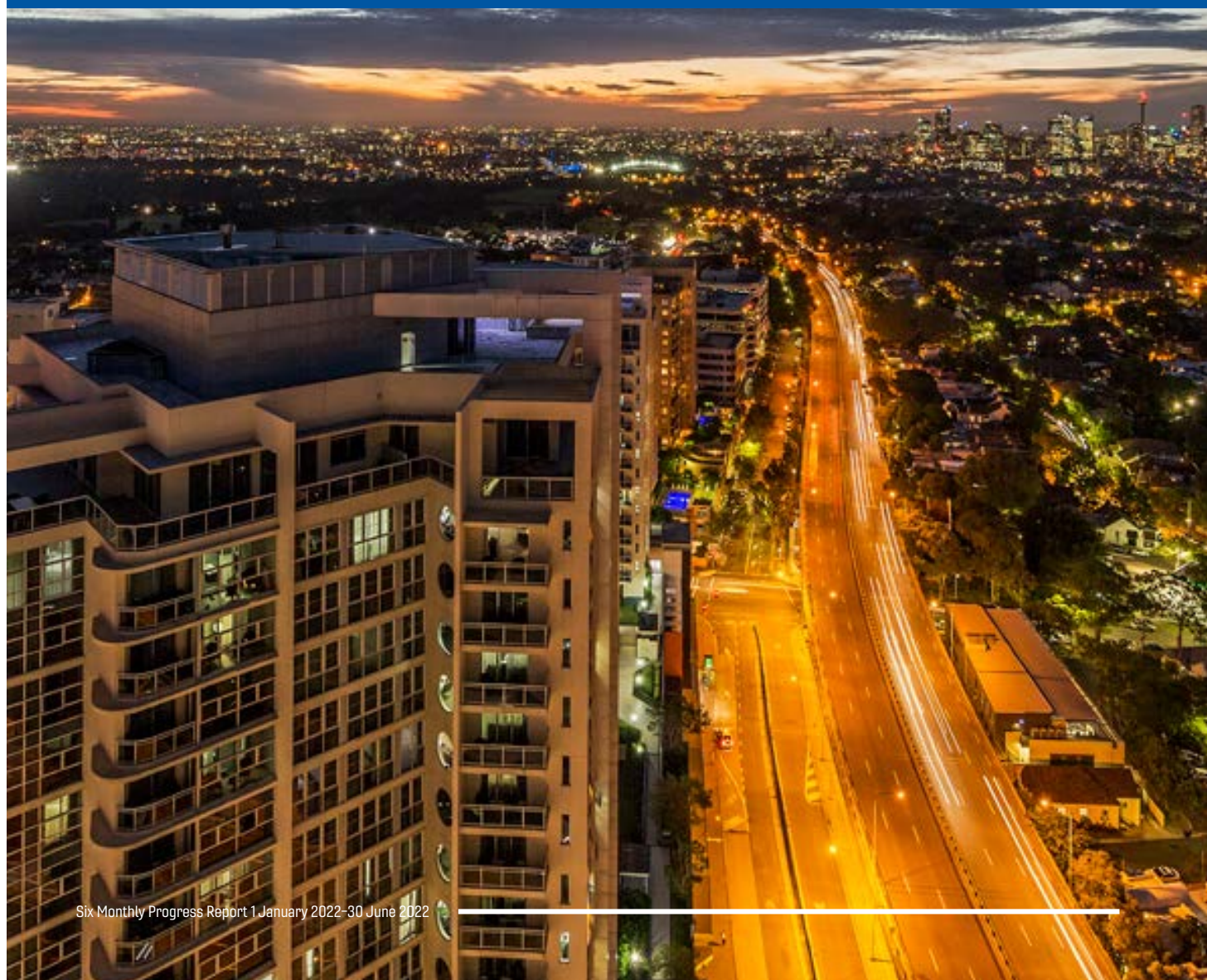
21 LOCAL ECONOMY





# 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.



Six Monthly Progress Report 1 January 2022-30 June 2022



## 23 KEY HIGHLIGHTS



Flood Study

### **DRAFT DEVELOPMENT CONTROL PLAN (AMENDMENT 10) - FLOOD AREAS**

As a result of Waverley's Flood Study and the NSW Government's reform, planning controls have been reviewed and updated to ensure any new development in flood prone areas adequately reduces the risks and impacts of flooding.

The draft DCP (proposed planning controls) ensure flood-related risks are appropriately managed and provides flood mitigation provisions relating to things such as, but not limited to: height of floor levels, structural soundness, car parking and driveway access, evacuation and fencing.

While the proposed planning controls could contribute to managing the impact of any flooding, they are not intended to prevent flooding from occurring. Instead, the controls are designed to protect the development from being impacted by the flood that is already likely to occur.

The proposed planning controls will only apply to new development as part of a development application. Existing properties and structures will not be affected.

The draft Waverley DCP amendment was placed on public exhibition in June and July 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.

### **WAVERLEY HERITAGE ASSESSMENT**

Council adopted the Waverley Heritage Assessment in March 2022. Heritage Planning Proposal was also endorsed for gateway determination and exhibition.

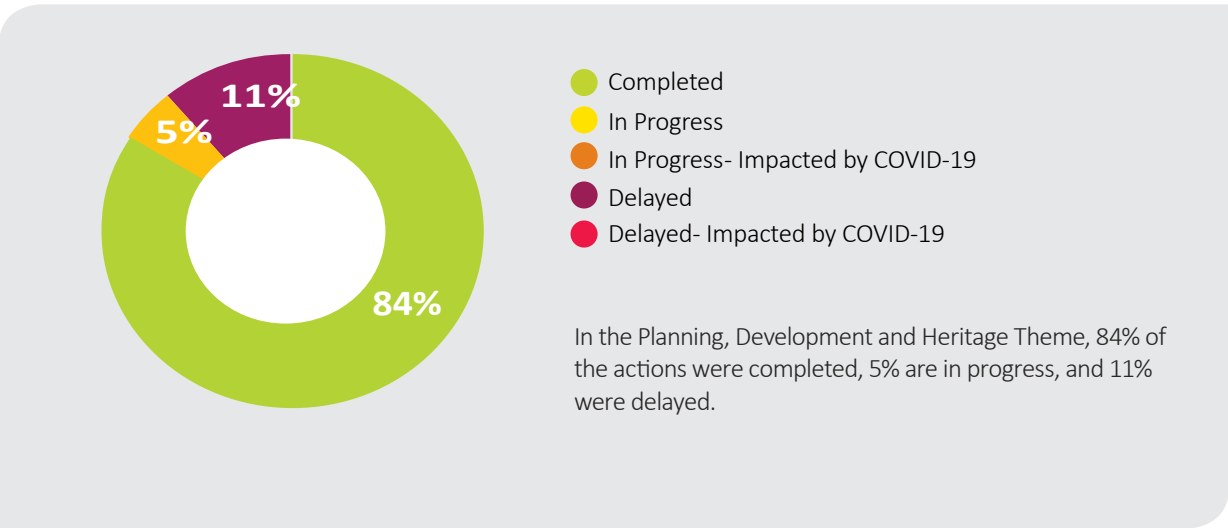


Charing Square Planning Proposal

**CHARING CROSS TO BRONTE BEACH  
HERITAGE WALK DIGITAL EXPERIENCE**

Council designed an online audio visual tour to enhance the experience of the 2.5km walk through the Charing Cross Urban Conservation Area and surrounds. Coupled with a PDF map, the Charing Cross to Bronte Beach Heritage Walk digital experience is available on Council website and is a great way to explore Waverley’s rich heritage and history through the stories of 22 famous and lesser-known locations, landmarks and people.t.

**PLANNING, DEVELOPMENT AND HERITAGE**







## 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.





## 26 KEY HIGHLIGHTS



Artist's impression of the Bondi Junction Cycleway

### BONDI JUNCTION CYCLEWAY OPENING

The Bondi Junction Cycleway and Streetscape Upgrade is Council's largest sustainable transport 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 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.
- Oxford Street East between Grosvenor Street and Bondi Road

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

In June 2022, Council celebrated the opening of the Bondi Junction Cycleway and Streetscape Upgrade. The upgraded streetscape will greatly improve safety, accessibility and the general aesthetic around Bondi Junction, and businesses are reporting increases in foot traffic and visitation. The public infrastructure enhancements Council has delivered are also expected to improve locality values. To enhance the safety of the cycleway, Council is launching an awareness campaign for pedestrian and bike riders, including increased signage and education.



Curlew Street Upgrade Artist's impression

## 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 2021 and was completed early 2022. This cycleway is a key connection to Waverley and provides a link to continuous safe cycleway to the city.

## WALKING TO SCHOOL

In June 2022, Council adopted a Mayoral minute to investigate establishing a series of safe walking routes to schools. Plan is underway to engage school principals' to deliver safer travel initiatives.

## PEDESTRIAN SAFETY IN WAVERLEY

Council is working with Transport for NSW to improve pedestrian and motorist safety with new traffic calming measures across the Waverley local government area. Traffic calming treatments including pedestrian crossings, kerb extensions and road humps are being installed at more than 40 locations.

## CURLEWIS STREET UPGRADE

Council is proposing to upgrade Curlew Street in Bondi Beach to make it safer for pedestrians and bike riders. This project is part funded by Transport for NSW and involves beautifying the street to provide a welcoming and vibrant space for the whole community to enjoy.

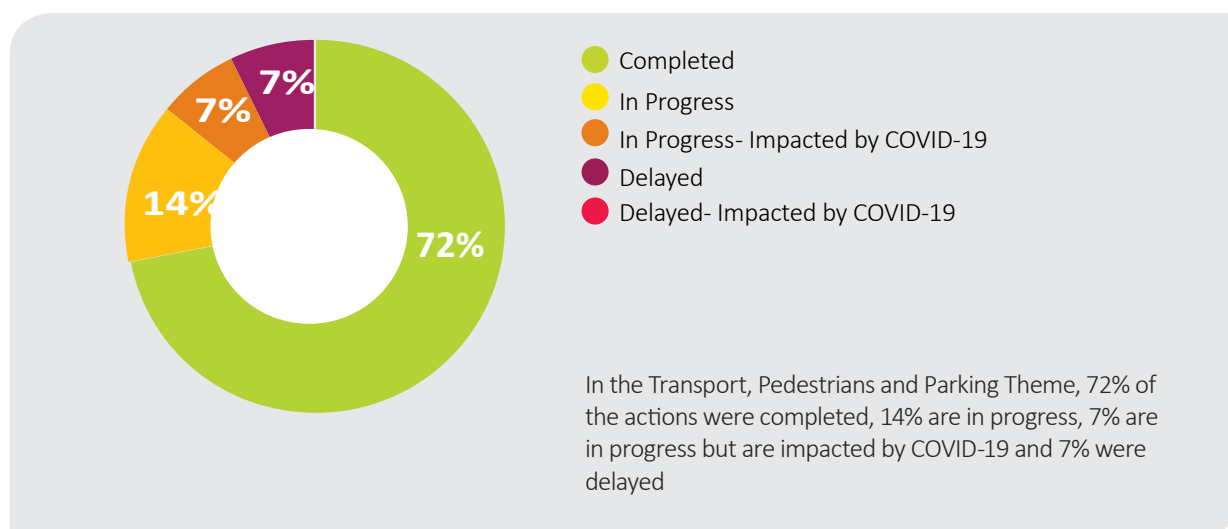
Council is proposing to

- Establish a new separated two-way bike path from Campbell Pde to Wellington Street
- Create shared paths for pedestrians and bike riders at the western end of Curlew Street (from Old South Head Road to Wellington Street). These shared paths have been proposed based on the constraints and uses of the road environment
- Convert existing pedestrian crossings at Gould Street and Wellington Street into raised pedestrian crossings with a designated lane for bikes to cross
- Create an improved outdoor dining environment
- Establish new plantings and increase tree canopy by planting an additional 25 new trees
- Install new paving and signage
- Replace existing light poles with multifunction poles
- Improve drainage, stormwater quality and flood mitigation
- Install six new EV charging stations.

Council engaged the community on the concept designs in May and June 2022. Feedback received from the community will inform the concept finalisation.

---

## 28 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.



Six Monthly Progress Report 2022-30 June 2022



## 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. The newly restored Pavilion will be open in Spring 2022. The first floor gatehouse, North Pavilion amenities, external landscaping and brick paving, tenancy shells 1 and 2, main Pavilion amenities, level 1 theatre and bar, ground floor flexible cultural space, box office and Bondi Story Room, internal courtyard, Queen Elizabeth Drive and High Tide Room were completed.

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.

Key features of the restoration and conservation works include:

- An updated art gallery
- New cultural spaces including the 'Bondi Story Room'
- Two dining venues (a restaurant and a café)
- Better connection from Campbell Parade to the beachfront.
- 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



Glenayr Streetscape Upgrade

## GLENAYR AVENUE STREETScape UPGRADE CONSTRUCTION

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.

In May 2022, construction commenced. Key features of the upgrade include:

- Building raised continuous footpaths and intersection treatments
- Renewing existing raised pedestrian crossings
- Investigating improvements to existing bike route
- Planting of additional trees and greenery
- Installing high-quality paving in commercial areas
- Improving stormwater drainage
- Incorporating water sensitive urban design, like rain gardens

- Installing new multipurpose poles, with integrated signage, smart lighting and electric vehicle charging capabilities.

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.

## BRONTE SURF CLUB REDEVELOPMENT UPDATE

Council and the Surf Club have been part of a Public Private Partnership (PPP) to design and rebuild Bronte Surf Club and make way for a new, sustainable hub meeting the needs of Council, contemporary surf lifesaving and the wider community.

After the community largely rejected the first round of designs, Bronte Surf Club has, independent of the PPP, commissioned its own design concepts, which they shared with the stakeholders and the community to gather feedback.

Council is co-funding the project and the project has received funding from the Australian Government and the NSW Government.

The current building is no longer fit for purpose and must be rebuilt to include:

- A balance of female to male facilities
- Family change rooms and accessible amenities
- Adequate facilities to train over 200 lifesavers per year and teach young nippers (currently almost 800)
- Fit-for-purpose lifeguard and lifesaving facilities including adequate storage and training spaces
- Lifeguard facilities with change rooms, first aid, and lifeguard tower (to align with Surf Lifesaving Australia requirements and recommendations).
- The promenade will also be upgraded
- Council staff amenities and storage
- Patrol first aid area
- Administrative offices
- Kiosk, gymnasium and function room and
- Training and meeting rooms

Council will consider community feedback and an updated PPP which would see the design progress to detailed design phase.

## COUNCIL CHAMBERS REFURBISHMENT

Council is undertaking a major refurbishment of the Council Chambers building on Bondi Road.

Five options have been considered for the building (three options for building refurbishment and two options for a full knock-down and rebuild) and the most feasible and value for money option for ratepayers is a major refurbishment including the complete removal of the pre-1960s structure.

The building has experienced numerous problems including asbestos, significant water leaks causing major internal damage, failed air-conditioning and poor insulation. Council has budgeted \$17.8 million for the project of which an estimated \$12 million is needed just to make the building compliant. Plans for the refurbishment began several years ago and have been budgeted for in the long-term financial plan.

Highlights of the concept design include:

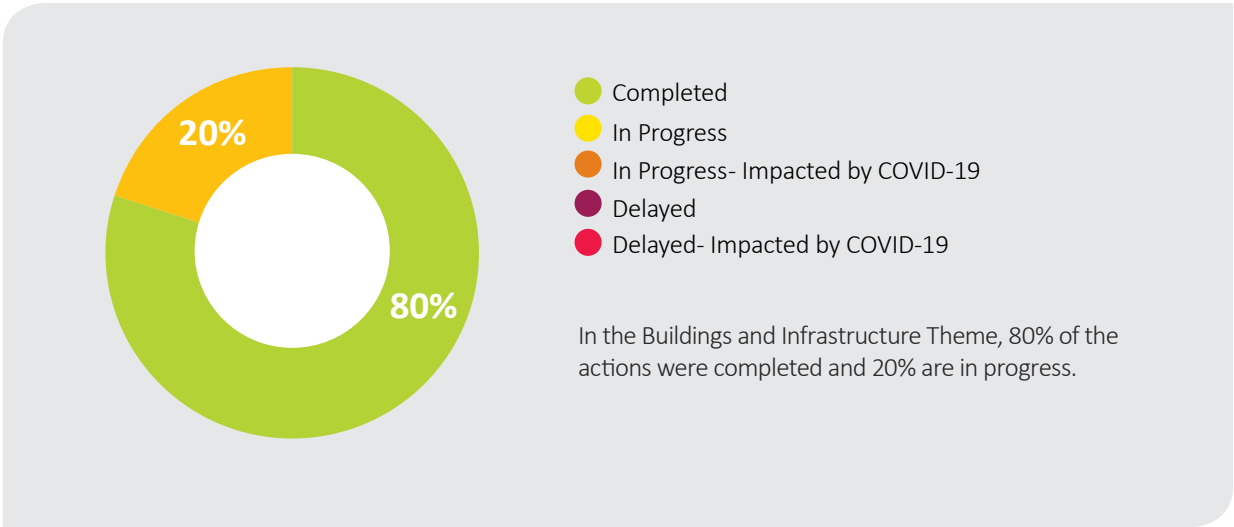
- Modern design that responds to the surrounding environment, maintains heritage features, and makes the building compliant with modern building and safety standards including removal of asbestos
- Renewable energy with new lightweight solar panels
- Extend northern façade to accommodate new lift to provide community access to the third floor Chambers for Council meetings and free-up internal floor space to accommodate more staff (saves leasing office space)
- Redesign of floor plates to improve access to natural light and ventilation
- Major roof repairs
- Replace serviceable equipment
- No removal of existing parking

Council engaged the community in April and May 2022



Artist's impression of the Council Chambers

33 BUILDINGS AND INFRASTRUCTURE







# 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.



Six Monthly Progress Report 1 January 2022-30 June 2022

## 35 KEY HIGHLIGHTS



Marks Park

### ENVIRONMENTAL ACTION PLAN

Council adopted the Environmental Action Plan 2022-2032 at its meeting in June 2022. The Plan outlines how Council will continue to be a leader in environmental sustainability by implementing targeted measures and emission reductions covering transport, climate resilience, urban ecology, water management and waste and sustainable materials. To meet community expectation, we hold Council to the highest standards of environmental performance and stewardship of our local area.

The Environment Action Plan 2022-2032 (EAP) and its deliverables are integrated into other key Council Strategies including the Community Strategic Plan, Waverley 2032, the Delivery Program and Operational Plan. The EAP outlines ambitious environmental targets for both Council and the broader community. The Community Strategic Plan (CSP) includes the two pillars of sustainability and resilience which supports the targets and strategies of the EAP. The EAP has been prepared in coordination with the Waverley Strategic Asset Management Plan to ensure that Council's assets are sustainable and resilient.

### SKYPARK GARDENS AT WESTFIELD BONDI JUNCTION

In March 2022, Council celebrated its first major environmental initiative for the year with the unveiling of three SkyParks gardens created in collaboration with Westfield Bondi Junction.

The bush tucker and coastal native gardens located near on Level 6 of the shopping centre, and a pollinator garden on the rooftop car park, were created as part of the Council's new SkyParks sustainability project aimed at cooling our cities.

SkyParks gardens will be established on car parks and rooftops in the local region, providing opportunities to research and measure cooling and species suitability, but also understand potential business, community wellbeing and education benefits of installing vegetation in hot urban spaces. The project is being delivered in collaboration with Scentre Group, owner and operator of Westfield Living Centres, BioFilta, and UNSW. It is assisted by NSW Government and supported by Local Government NSW.



Good Start Learning students learning about bush tucker,

36

## COUNCIL TARGETS CARBON EMISSIONS IN ENERGY DEAL

Council will be supplied with renewable energy from three NSW solar farms as part of a \$180 million renewable energy deal brokered by the Southern Sydney Regional Organisation of Councils (SSROC) with electricity retailer ZEN Energy.

The landmark retail electricity agreement will deliver over 214 gigawatt hours of electricity per year to 25 councils across NSW including neighbouring Randwick and Woollahra councils.

It involves the supply of electricity to more than 300 major council facilities, 210,000 streetlights and 3000 small sites managed by councils. Council has opted for 100% renewable energy under the agreement, which will power our eight major facilities, 45 smaller sites and thousands of streetlights



Nevertire Solar Farm

## GREENING OUR CITY PROGRAM

Council will be planting more than 400 trees across Waverley's parks and nature strips from \$50,000 worth of funding from the NSW Government's Greening our City Program – Cooler Streetscapes.

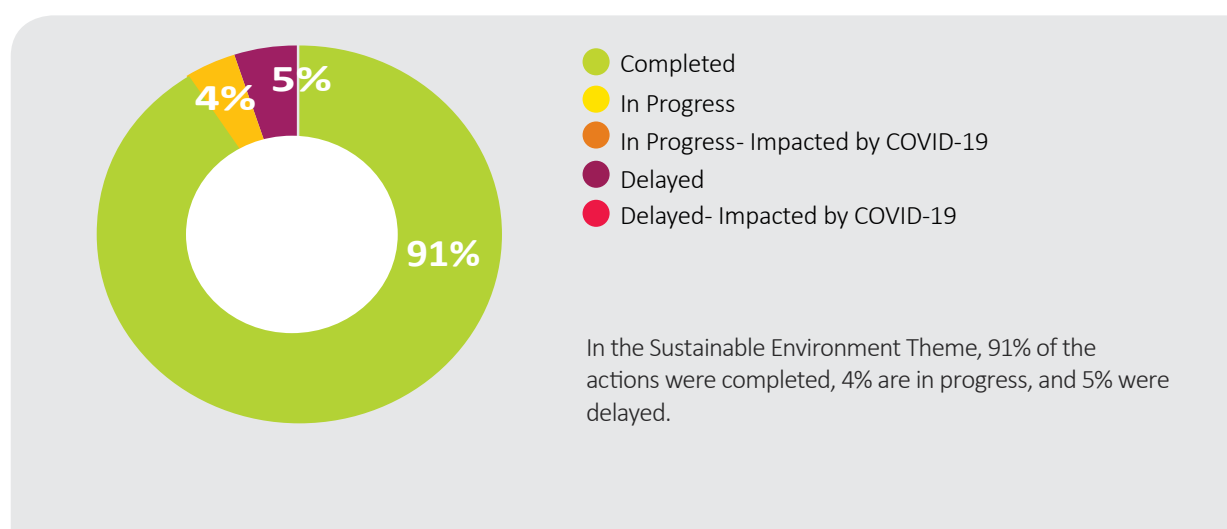
Council is actively working to protect Waverley from rising temperatures and one of the ways we are achieving this is by planting trees to help reduce average temperatures over time, and create cooler suburbs for our communities.

The northern sector of Waverley's LGA has been identified as requiring increased canopy cover. Council recently engaged the community of these areas, giving them the opportunity to choose whether to have a tree planted on their nature strip, and which tree species they would like (in accordance with Council's Street Tree Master Plan). Based on these results, Council will start planting the trees over the cooler months and will undertake 12 months of maintenance to allow them to establish and thrive.

## BUILDING FUTURES PROGRAM

Building Futures implemented a total of eight energy efficiency actions across five strata and three pubs and clubs. These included energy audits, lighting upgrades, fine-tuning operational hours of HVAC, installing 'smart' air conditioner remote controls, upgrading the sauna controls and behavioural changes for staff.

## 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.





## KEY HIGHLIGHTS

### PROBLEM WASTE COLLECTION

Council has installed problem waste recycling stations at the Customer Service Centre, Library, Waverley College and Rose Bay Secondary College.

From January to June 2022, 420 kgs of batteries, 446 kgs of ewaste, 134 x-rays, 53 cartridges, 52 globes, 51 fluoro tubes, and 34 kgs oral care were collected.



Problem waste recycling station

### TEXTILES AND EWASTE COLLECTION PROGRAM

Council is trialling textiles and ewaste collection program in 19 apartments. . From July 2021 to June 2022, we collected a total of 7,051 kgs of clothing and 932 kgs of e-waste in apartment buildings.

Council is also trialling the collection and recycling/repurposing of school uniforms from seven local schools since early 2022. From February to June 2022, 1,160.6 kgs of uniforms were collected from local schools.

Council also provides community sharp disposal to seven local pharmacies and collected 288 kgs of sharps



Textiles collection bin

39

## REUSE AND REPAIR PROGRAMS

Council promoted reuse and repair programs such as the Bower, Swap Party and the Garage Sale Trail. The Bower Collection and Rehoming Service provides Council residents with reuse and rehoming options for items that are still in good condition.

## DOMESTIC WASTE SERVICE REVIEW

Council has completed a domestic waste services review on how to integrate a food organics collection into our waste service. The results of this and the work of SSROC will inform the preparation of the Waste Strategy now underway.

## 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 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.

## INITIATIVES TO REDUCE LITTER AND WASTE DUMPING

Council built capacity internally to enforce litter and dumping through Certificate IV investigation training and surveillance training.

Council engaged with strata and building stakeholders at two events, developed a Guide to Strata Bylaws, and a new strata waste bylaw for moving in/out.

Hotspots were continued to be targeted with the Sydney RID Squad. Eleven hotspots streets where dumping was prominent through a variety of interventions and saw an increase in compliant behaviour where offenders took responsibility (paid for removal) of dumped items were targeted.

## WASTE COLLECTION

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

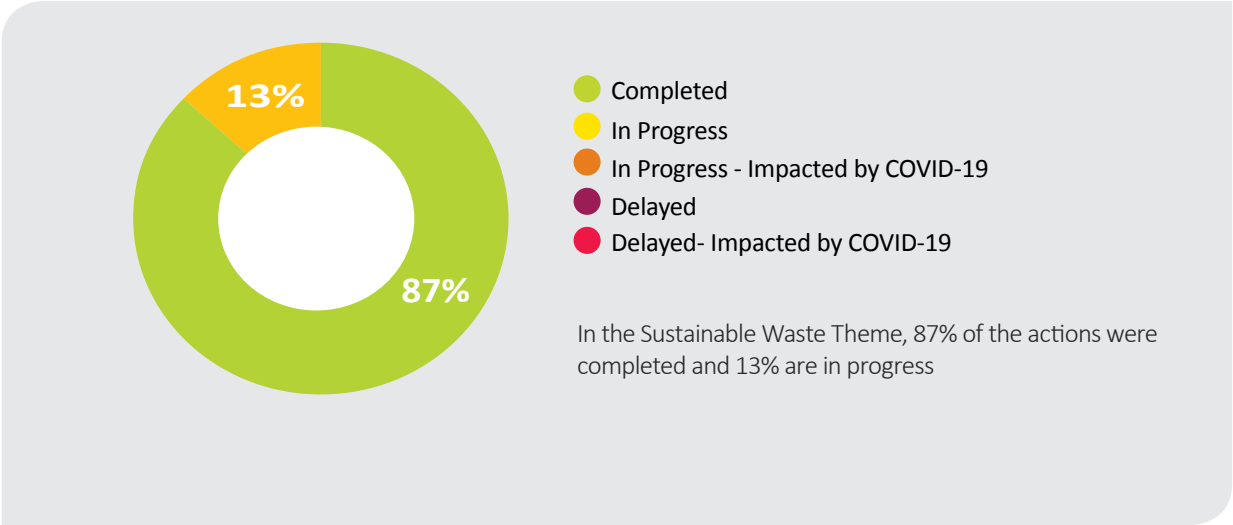
Waste diversion from landfill rates for general waste collected in Waverley are expected to improve significantly.

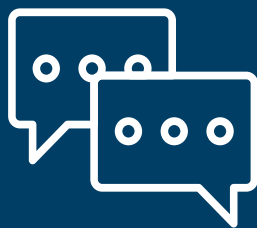
Implementation of a five-year pilot to use processed material recovered from Council's general waste for the rehabilitation of a tailings dam at a mine site is continuing.

## COMPOST BINS AND WORM FARMS

In the third quarter of 2021-22, 206 compost bins and wormfarms were distributed and in the fourth quarter 32 compost bins and wormfarms were distributed to Waverley residents.

40 SUSTAINABLE WASTE





# 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.



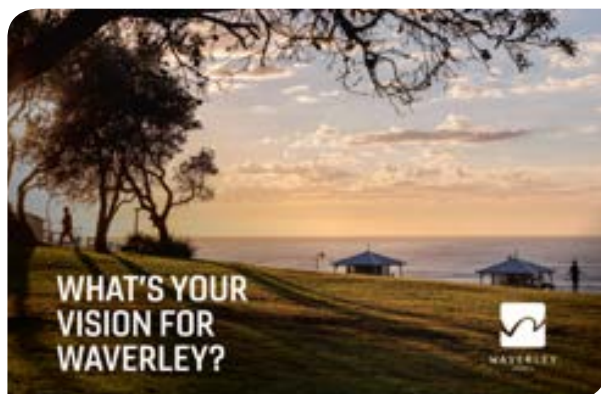
Six Monthly Progress Report 1 January 2022-30 June 2022



## 42 KEY HIGHLIGHTS

### INTEGRATED PLANNING AND REPORTING

#### Waverley Community Strategic Plan 2022 – 2032



Council adopted its Integrated Planning and Reporting suite of documents at its meeting in June 2022. Following each Council election, it's our responsibility to review our Community Strategic Plan (CSP). This important plan sets out the Waverley community's vision for the next 10 years. The priorities that the community identified guided Council in developing strategies and actions for the CSP.

Between July and May 2022, we heard from more than 1000 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 and
- Pop-ups at different locations in the LGA.

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

### Strategic Asset Management Plan



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.

Council adopted its Strategic Asset Management Plan at its meeting in June 2022. The community was engaged to understand what community priorities are for the future through surveys and deliberative panel discussions. The feedback received informed the Plan.

43

## COMMUNITY ENGAGEMENT

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

- Community Strategic Plan consultation
- Curlewis Street Cycleway
- Tamarama Park Plan of Management
- 40km project
- Rickard Avenue and Barracluff Avenue
- The opening of Bondi Junction Cycleway and
- The exhibition of several corporate documents and plans.

## 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, held online, both at local Precinct meetings and at the Combined Precincts' meetings. As a lead up to the Federal Government elections in March 2022, Precinct Committees hosted several '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.

## WORKFORCE PLAN

The Workforce Plan 2022-2026 is a resourcing strategy under the Integrated Planning and Reporting Framework and demonstrates how work identified in the Delivery Program 2022-2026 and Operational Plan/s will be resourced. The Workforce Plan will be reviewed and updated every four years along with the Delivery Program.

Waverley's Workforce Plan is a proactive, four-year document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives. It clearly identifies how future staffing

and skills requirements will be met, such as through recruitment, staff progression and development, internal redeployment, and succession planning.



Customer Service Centre

## CUSTOMER EXPERIENCE STRATEGY

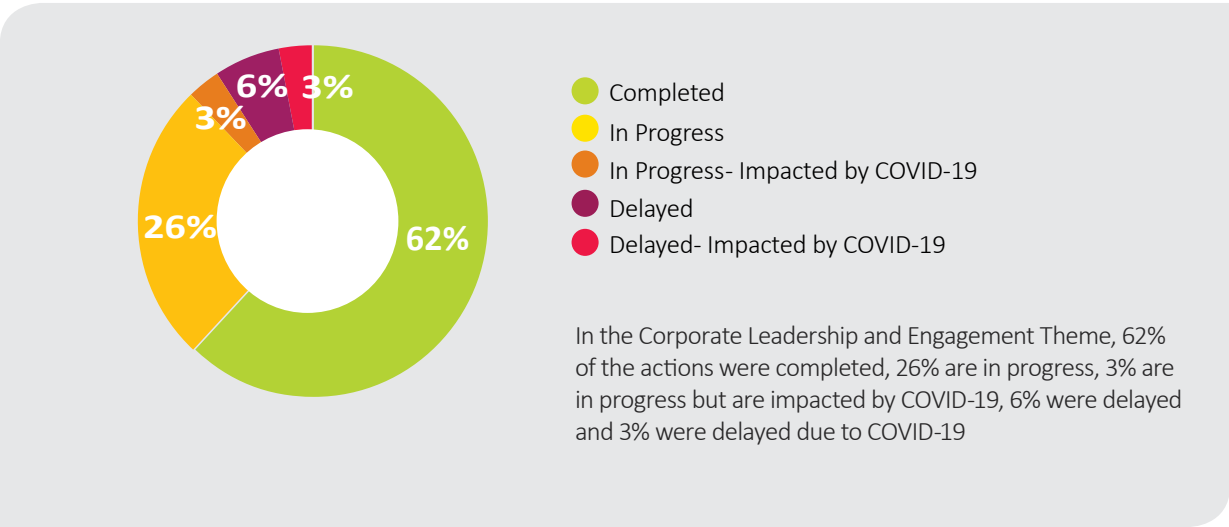
The Customer Experience Strategy is a key objective of Waverley 2032 (Council's Community Strategic Plan 2022 - 2032), adopted in June 2022, which promises to deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation.

Council engaged a consultant to complete a quantitative survey of Council's customers as well as in-depth interviews with community members. The Customer Experience (CX) Strategy has been developed over the last nine months through the community and Councillor consultation, data and complaints analysis and internal staff feedback. It provides a high-level summary of the feedback, reviews Council's current customer experience maturity levels and provides a roadmap for improvement.

The Strategy includes a four-year action plan of Customer Experience initiatives, designed to build Council's capabilities in four key areas- customer-centric culture, customer satisfaction measurement, service improvement and technology enablement. It will be presented to Council for adoption in August.

CORPORATE LEADERSHIP AND ENGAGEMENT

44





## 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.





## 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.

Demolition of the external courtyard area now complete. A temporary roof structure has been installed over the building to allow internal structural and fit-out works to commence.

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

47

## 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.

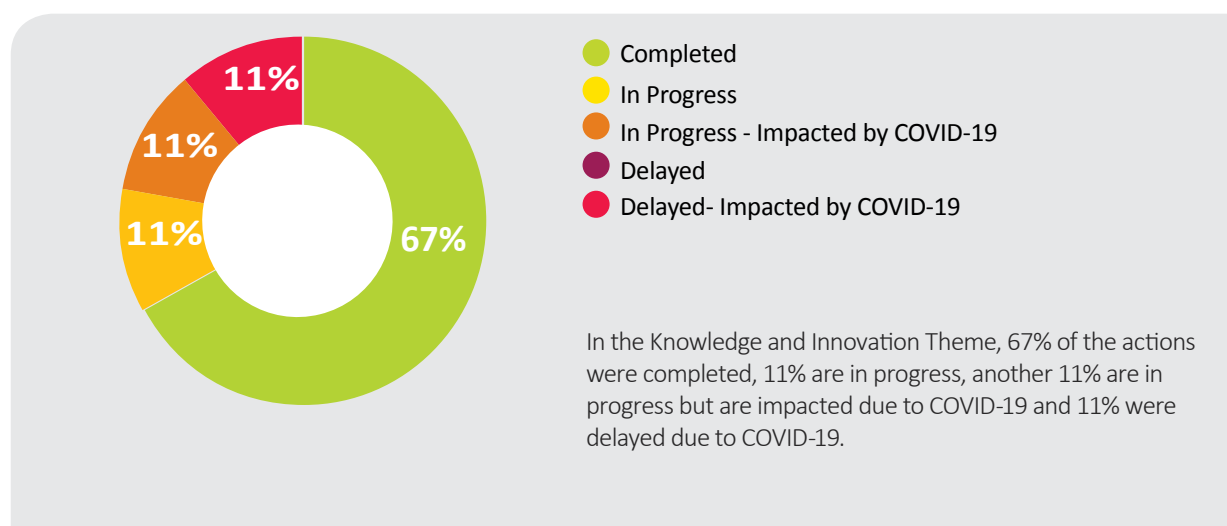
elements to better position Waverley for a digital future.

During the reporting period, Smart Cities Advisory Group met on an ongoing basis to deliver the Strategy. Jobs and Innovation Strategy is being drafted and is scheduled to be presented at the Strategic Planning and Development Committee in September 2022.

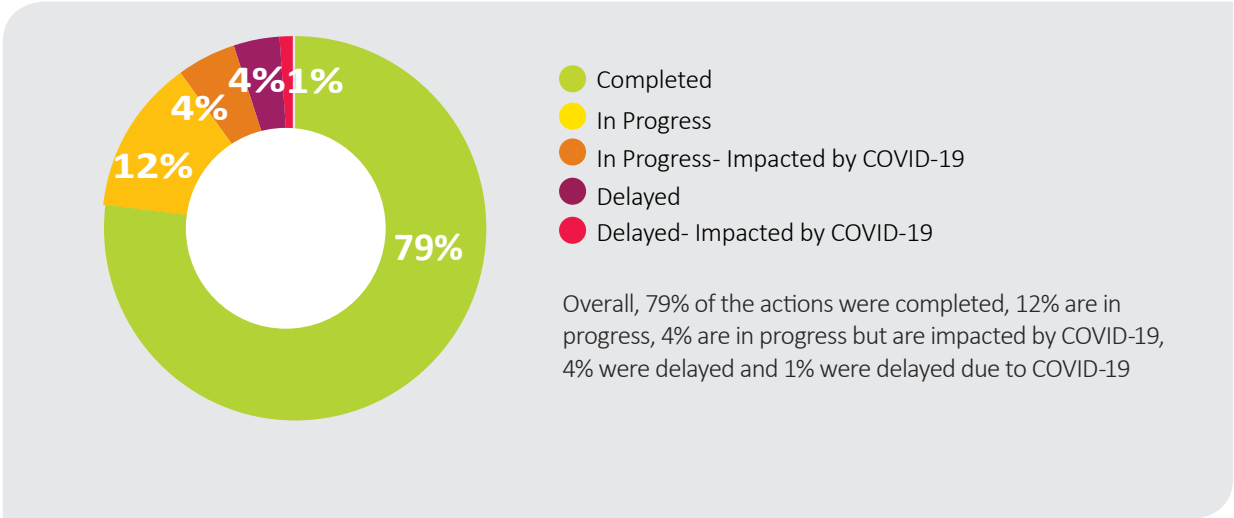
## SMART WAVERLEY STRATEGY 2023

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

## KNOWLEDGE AND INNOVATION



48 OVERALL PERFORMANCE SNAPSHOT



49

# DETAILED PROGRESS AGAINST OPERATIONAL PLAN

Six Monthly Progress Report 1 January 2022-30 June 2022





## 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 January 2022–30 June 2022

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

51

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 Arts and Cultural Plan 2021-26 were implemented during the reporting period. Bondi Pavilion construction delays impacted the opening of the building. Indigenous cultural interpretation work is progressing at Bondi Pavilion ahead of its reopening including the confirmation of wall text installation for Terry Yumbulul's mosaic. Bondi Memorial was launched at Marks Park. Public Art Masterplan implementation has continued, with commissioning work on the North Bondi Kids Pool art work and Bondi Pavilion Indigenous public art work commission progressing. Digital platforms have continued to support accessible delivery of programs, including The Nib Presents online presentation. Model for artists partners to engage with Council on Bondi Pavilion programming has been established and shared with the Arts and Culture Advisory Committee. Review of creative programs, and creative workspace requirements is delayed due to delay in use of all Council-owned venues
	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	●	Council secured NSW Government Festival of Place Summer Night Fund Program grant for Silent Disco tours and organised Guru Dudu's Silent Disco Walking Tours in April 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	●	170 programs were delivered onsite and online including drawing, paint & sip, fermenting and tea making

● 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

52

Strategies	Deliverables	Activity	Status	Progress Comments
1.1.2. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction	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 delivered include author talks, professional panel discussions addressing subjects such as racism, Tech Savvy Senior sessions in English, Russian, Spanish and Italian, early literacy and robotics
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	●	Since January 2022, 10 citizenship ceremonies were held, six online and four face-to-face, with 135 residents becoming citizens
	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 events, Global Table, International Women's Day Breakfast and Waverley Youth Art Prize

### 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 commence 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 is in the final stages of delivery. Currently awaiting access to the Pavilion site for installation, tech commissioning and final preparations ahead of venue opening

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



53



Six Monthly Progress Report 1 January 2022-30 June 2022





## 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



Six Monthly Progress Report 1 January 2022–30 June 2022

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

55

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	●	Community Wellbeing themes were integrated into the 'People' theme of the Community Strategic Plan adopted by Council in June 2022
		Enhance service delivery during Mill Hill refurbishments and transition within the Mill Hill Precinct model	●	Waverley's Community & Seniors Centre reopened in March following COVID-19 closures. Return to the refurbished Mill Hill Centre is expected in September 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)	●	All services were adapted to COVID-19 challenges in creative and innovative ways. WCLP provided support online and limited face to face service throughout the year. Research to inform planning in 2022 has begun. Waverley Community and Seniors Centre prepared for new payment in arrears requirements introduced by the funding body. A variation to the funding agreement with the Department of Health was signed for the Seniors Centre and Sector Support Worker. Early Education Centres and Family Day Care have continued to be accessible to families, with the new online waitlist showing a high demand for services, particularly for infants. Our Family Support Worker has delivered three 6 week Tuning into Kids programs to parents across the LGA, and a regular newsletter to support community information sharing of programs and services
	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	●	Small Grants Rounds 1 and 2 have been successfully completed with recipients profiled in social media. Community grants applications have been assessed

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

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

56

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	●	Community Wellbeing themes were integrated into the 'People' theme of the Community Strategic Plan adopted by Council in June 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 interagencies/ partnerships addressing unmet community needs (E.g. Eastern Suburbs Homeless Assertive Outreach Coalition)	●	Interagency meetings and collaborative forums continue to be held online. The Annual Street Count was conducted in February 2022. A number of people were housed over this period. Numbers remain stable as new people become homeless. Three Eastern Sydney Youth Services Network meetings were held during this period, focussing on planning, mental health pathways and disability services and the NDIS. LGBTIQ inclusivity training for ESYSN participants was provided
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	●	Targets for 2021-22 have been met. Council endorsed a social and affordable housing review report in May 2022
		Explore the adequacy of housing and support options for women experiencing family violence	●	Research focusing on provision of housing support and housing options for women escaping domestic and family violence was discussed at Council's Housing Advisory Committee meeting in June
	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	●	The expression of interest process for regular hirers of Council's indoor venues has been undertaken and there have been an increased number of applicants which indicates hire levels are returning to pre COVID levels. Function hires remain low

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

57

**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	●	The public gardening policy and verge garden guidelines were launched in June 2022
	Enhance organisational support for volunteering opportunities and recognise and celebrate volunteers	Implement Volunteer Management Policy	●	The Volunteer Policy was completed in June 2022 and will be considered by Council at its meeting in July. The bi-monthly volunteer network has continued to meet and a volunteer celebration morning tea was held during National Volunteer Week

● 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**

58

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	●	Families were engaged in three 'Tuning into Kids' six-week interactive parent education programs. Healthy snacks, the 'starting school' forum, raising your young child online, and raising screenagers were also offered to families
		Deliver surf awareness and beach safety talks to local schools and groups within Waverley Council area	●	Partnership was developed with Stewart House with nine beach safety education talks delivered in May and June 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	●	Waverley Community and Seniors Centre continues to operate from the library while the Mill Hill Centre and Boot Factory are being refurbished. Return to the Mill Hill is expected to occur in September 2022 when services and networks can be enhanced for further development and growth within an activated Mill Hill Precinct
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	●	Operations Manager was engaged to work through summer during peak periods to liaise with police and key internal teams. Summer Safe Ambassadors were engaged to provide additional support to Rangers
		Undertake daily patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches	●	Daily patrols to improve safety were undertaken at Bondi, Bronte and Tamarama Beaches.

● 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**

59

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 NSW Police to patrol and target anti-social behaviour and noise related issues
		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. A contractor was employed to increase the number of premises inspected
		Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots	●	Daily patrols were undertaken, focusing on beaches, parks, beach parks, promenades and other identified hotspots

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

60

**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	●	Disability Inclusion Action Plan 2022-26 was endorsed by Council in June 2022 after extensive community and internal consultations, including two meetings of Council's Access and Inclusion Panel. The Aboriginal Cultural Protocols was completed and launched in June 2022. Additional members of the RAP Advisory Committee were recruited. Phase 1 of Cultural Audit completed. When the Pavilion reopens, there will be a range of components which have Aboriginal Cultures embedded through our partnership with Gujaga. Early Education Centres (EECs) & Family Day Care (FDC) have successfully submitted their RAP to Nurragunnawali. EECs and FDC have participated in the 10- week Gujaga Foundation Dharawal language program
	Strengthen Waverley Council's capacity for collaboration and effective partnerships to deliver community and social well-being projects	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	●	Council established partnerships to engage young people and discourage antisocial behaviour. This has resulted in great outcomes. Four drop-in sessions and skate competitions with food and activities have successfully engaged the target demographic. A range of Youth Week activities were organised in April 2022 in partnership with WAYS and other local services and businesses. In May and June 2022, Council's Child Safe working group partnered with the Office of Children's Guarding to support implementation of Child Safe Policy and development of educational materials for information sharing.

● 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**

61

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	●	Launched in May 2022, the anti-racism strategy is a multi-pronged approach. Activities such as art competition, author talk, community engagement, launch of a dedicated webpage and a change agent survey were completed
		Coordinate and support initiatives that facilitate inclusion and promote local connections	●	The community garden re-established working bees and shared gardens continue to work together

● 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

63

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 and Marlborough Reserve playgrounds upgrades were completed. Belgrave Street Reserve is nearing design completion. Onslow Street reserve works is progressing with remaining gate works and landscape defects.  Waverley Park fitness station is in detail design and Waverley Park playground is entering stage 2 consultation.

### 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	●	Licensed clubs continue to utilise Council sports fields in accordance with their licenses, with casual hire utilisation continuing to increase. Utilisation is close to pre covid level
	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	●	Council is continuing to implement its Open Space and Recreation Strategy, Play Space Strategy, Inclusive Play Space Study and various other Plans of Managements. Implementation of these plans considers materials that provide cost, lifecycle, environmental and social benefits

● 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



Six Monthly Progress Report 1 January 2022–30 June 2022

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

65

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	●	The Business Innovation Forum was held on 27 May 2022. More than 315 people attended the Forum
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	●	The draft Jobs and Innovation Roadmap was prepared and scheduled for September 2022 Strategic Planning and Development Committee

**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	●	Waverley LEP 2022 is awaiting Department of Planning and Environment gazettal
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	●	The Business Innovation Forum was held on 27 May 2022. More than 315 people attended the Forum
	Implement an Easy To Do Business with Council policy	Work with Service NSW Business Concierge to support the Easy to Do Business Program	●	Temporary Alfresco Dining evaluation report will be presented to the Strategic Planning and Development Committee in Q1 2022-23

● 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**

66

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 meeting was held in Q4
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	●	Signage for Bondi to Manly walk was approved and is scheduled for implementation in 2022-23
	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. The third meeting of the panel is scheduled in July 2022 to determine future objectives

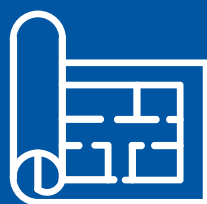
● Completed   ● In Progress   ● In Progress - Impacted by Covid-19   ● Delayed   ● Delayed - Impacted by Covid 19





Six Monthly Progress Report 1 January 2022-30 June 2022





# 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.



Six Monthly Progress Report 1 January 2022–30 June 2022

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

69

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		Waverley LHS was finalised and adopted. Affordable Housing Contribution Scheme PP was prepared and forwarded to Department of Planning and Environment (DPE) seeking gateway. While this was refused by DPE, Waverley has sought a Planning Review
	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)		Waverley LEP 2022 awaiting gazettal by DPE.
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		VPA Policy review was completed and adopted by Council
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		DAs continued to be determined in a timely manner in the last two quarters
	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 the LEP and DCP and other relevant legislation in Q3 and Q4

 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**

70

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 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
		Undertake swimming pool inspections in compliance with Swimming Pool Act and Regulation	●	36 swimming pool inspections were undertaken in accordance with the Swimming Pool Act and Regulation. No tourist and visitor premises were due for inspection in this period.
	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	●	786 building complaints related investigations were completed in the financial year

● 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**

71

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	●	Waverley LEP 2022 is awaiting DPE gazettal




**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.
	Implement events to promote local heritage	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 initially approved but was not included in the final list for grants
	Prepare and implement Waverley Heritage Study	Implement Waverley Heritage Assessment 2020 recommendations	●	Waverley Heritage Assessment was adopted in March. Heritage PP was endorsed for gateway determination and exhibition from July

● 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**

72

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		All relevant DAs have been referred to DEAP, which have continued to meet online to ensure a high quality outcome
	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 completed and adopted for consideration in all asset upgrades. Charing Cross Streetscape is progressing to detailed design on Option 3. Planters and hanging baskets have been installed across the LGA.
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 project is placed on hold pending future resourcing

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



## 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



Six Monthly Progress Report 1 January 2022 - 30 June 2022



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

74 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	●	Pedestrian audit was undertaken at Oxford Street Mall
	Implement Waverley Bike Plan 2013 and prepare a Cycling Strategy for separated cycling infrastructure	Deliver Bondi Junction Cycleway and Streetscape project	●	The Cycleway officially opened on 14 June 2022. Works continue on the north side of Oxford and Adelaide Street footpath. SP7 is planned for construction in 2022, this will link to cycleway to Centennial Park at Oxford Street West
	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	●	Plan is underway to engage school principals' to deliver safer school travel initiatives
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 and reported to Council in Q2. The PUDO bays continue to operate in Waverley
		Liaise with Transport for NSW to improve safety for pedestrians and commuters accessing the Bus Rail Interchange and deliver the Rowe Street Development Assessment	●	The Project Agreement has been signed and Blare management appointed. Surveyors have been employed and the PCG is in the process of appointing an architect to prepare the DA. Planned actions for year 1 of the multi-year project is completed
	Encourage more ride sharing, shared vehicles and electric vehicles through our policies, planning and facilities management	Trial bike hubs in key locations	●	Ongoing depending on opportunities
		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	●	Waverley LEP 2022 is awaiting DPE gazettal

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

75





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

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 are integrated into civil designs of asset renewal projects such as York Road improvements, Tamarama Marine Drive safety improvements, and 40km/hr roll out. York Road improvement projects has been completed. 40km/hr roll out project is progressing as a multi year project, due to be completed end of August 2022.
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	●	The Cycleway officially opened on 14 June 2022. Works continue on the north side of Oxford and Adelaide Street footpath. SP7 is set for construction 2022, this will link to cycleway to Centennial Park at Oxford Street West.

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

76

**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		Due to weather and COVID-19 delaying construction, 40km/hr roll out works will continue to end of August 2022.
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		Online parking permit system will be implemented as part of the ICT Modernisation Program
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		New sensors were installed at beach locations with occupation data being sent to the State Government's Park N Pay app for wayfinding. Car park infrastructure upgrade project is nearing completion. Delivery of the project has been delayed but it is anticipated that Eastgate Car Park will switch over to ticketless parking in early August. Hollywood and Library Car Parks are expected to transition in September.
	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

77



# 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



Six Monthly Progress Report 2021-2022: 30 June 2022



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

78

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 1710 maintenance requests were received during the reporting period. 1533 requests were finalised and 177 requests are in progress. Trades and civil operations received 3614 service requests during the reporting period. 2703 requests were finalised and 911 requests are in progress. 216 stormwater and drainage service requests were completed 2018 drainage pits were cleaned and/or inspected. 115 footpath service requests completed. 653 pothole repair requests completed (838 requests received)
		Manage design and delivery of asset renewal projects identified in AMPs and included in Capital Works Program (CWP)	●	Delivery of Capital Works Program progressed well with some projects being completed in 2022-23 as multi-year delivery
	Implement continual Improvement Plan for all asset categories	Deliver annual SAMP building renewal program as part of the Capital Works Program	●	The SAMP buildings capital renewal program has been delivered with minimal carry overs into the new financial year.

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

79

**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 Roscoe Street, Albion and Macpherson Street works were completed. SAMP program implementation was completed
	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	●	The Social and Affordable Housing review and the Community Tenancy Review projects were completed and the findings and recommendations presented to Council. The Connected workplace and short term accommodation projects are ongoing. The Fair Valuation project is nearing completion with the final report expected in July. The Operational Readiness projects for the Bondi Pavilion and the Boot Factory are progressing with completion expected in the late 2022

● 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

81

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 have been installed and are currently operational
		Partner with Ausgrid to upgrade and improve street lighting performance	●	Council has received a proposal to upgrade main road streetlighting which is currently being assessed with a view to upgrades commencing in 2022-23 and implemented over a number of years
	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 2021-22 implemented a total of eight energy efficiency actions across five strata and three pubs and clubs. These included energy audits, lighting upgrades, fine-tuning operational hours of HVAC, installing 'smart' air conditioner remote controls, upgrading the sauna controls and behavioural changes for staff.
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 completed for Q2 and Q3 2021-22. The Q4 report is undertaken in August 2023
		Facilitate installation of solar at Eastern Suburbs Schools	●	Solar My School, Solar My Suburb and Solar My Strata and Building Futures have resulted in additional solar installations in Waverley and a number of new systems to be installed
	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 updated to ensure almost all vehicles are hybrid or electric

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



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

82

Strategies	Deliverables	Activity	Status	Progress Comments
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	●	Risk assessments were completed for Council's assets and community areas.
		Prepare regional climate change scenario for Eastern Beaches region	●	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

83

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 systems are 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	●	Leak detection and smart irrigation are functioning
	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	●	55 strata properties have registered with this program in Waverley which aims to reduce potable water use in the community
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	●	North Bondi GPT was installed in May 2022
	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 contractor is currently preparing detailed designs for this project including for the pump station at Eastern Reserve. It is expected that construction will occur in 2023

● 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**

84

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 works have been undertaken across all of Council's main remnant sites. The Bushcare Volunteer program was impacted by COVID-19 during 2021
	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 work was completed
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	●	The areas where native bushland has established and has been planted has increased at Thomas Hogan Reserve, Tamarama and Bronte Gully. These are all long term projects and maintenance for these sites will be ongoing
		Implement slope planting at Calga Reserve	●	Plantings at Calga Reserve have been established and they are currently being maintained. Plantings have also been established at verge between Bulga Road and Military Road and are thriving
	Prepare and implement the Coastal Bushland Restoration Plan	Support and collaborate with the community, government agencies and stakeholders to understand, manage and improve our local marine biodiversity	●	Council supported the Ocean Lovers Festival which was one of the first in person activities after COVID-19 restrictions were relaxed

● 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

85

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	●	Council received grant funding for the preparation of an Urban Canopy Study and has commenced this project. The tree ledger is still to be completed as this was delayed due to COVID-19
		Implement a tree planting program to increase tree canopy cover	●	109 street trees were planted during the reporting period. In addition to Council's annual street tree planting program, Council participated in the NSW Government's Greening our Cities program to enhance our urban tree canopy cover in streets, parks and other areas identified with low canopy coverage.
		Implement Tree Management Policy	●	Final draft of the Tree Management Policy was presented to Council in June. Final report and recommendations are scheduled for August Committee Meeting
	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 has prepared a Waverley Habitat Gardening Guide that can be applied across the Local Government Area

● 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






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

87

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		Council promoted reuse and repair programs such as The Bower, Garage Sale Trail, and others
	Develop and deliver programs targeted at residents and businesses to reduce single-use plastics			Communications around NSW Plastics bans to residents and businesses were delivered. Swap and Go Trial was scoped to be implemented next year
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		Environmental Action Plan with waste components was reported to Council in June 2022. This aligns Council's targets with the NSW targets including the transition to organics collection.

**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		Schools waste education program was delivered, including a trial for uniform recycling at six schools, and Sustainable Business webpage was maintained
		Deliver Compost Revolution program to increase uptake of organics recycling by residents		206 worm farms or compost bins were delivered in 2021-22 up to 30 March 2022
	Provide waste collection points and recovery programs for problem waste items	Provide recycling drop off locations or events for problem waste items		Problem waste stations are available and being used at the Library and Customer Service Centre. Council recommenced problem waste drop off days in conjunction with Woollahra Council and City of Sydney in February 2022

 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

88

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	●	Kerbside collection has been efficiently collected and processed. Processors were impacted by heavy rainfall in April 22, although temporary alternate processing was sourced so that there was very minimal impact on Council's service
		Implement the Waste Management System to facilitate optimal kerbside collections	●	Project to align with implementation of optimal kerbside collection system is in progress. Tender will be finalised and released in 2022-23 financial year
	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	●	Initial independent consultant review was completed. Optimal service and implementation plan to be developed in Q1 of the 2022-23 reporting period.
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	●	Council has completed a domestic waste services review on how to integrate a food organics collection into our waste service. The results of this and the work of SSROC will inform the preparation of the Waste Strategy now underway. 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 have remained steady during this reporting quarter.
	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	●	Residential and public bin waste, collected by Council continues to be processed through appropriate waste treatment systems and material recovery facilities. Council is continuing to work with waste processing contractors and the NSW EPA to ensure landfill diversion is maximised under the current NSW regulations

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

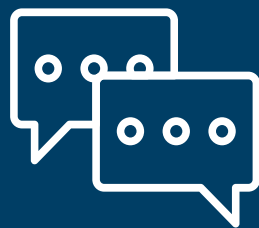
### Goal 9.3. Keep our streets, beaches and parks clean and free of litter, rubbish and pollution

89

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	●	Waste in Public Places Policy and Guidelines was finalised, Cigarette Butt Litter Project was completed with a reduction of 95% cigarette butt litter at hotspots, and the team received the NSW EPA Round 6 Grant
	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	●	<p>Built capacity internally to enforce litter and dumping through Cert IV investigation training and surveillance training.</p> <p>Engaged with strata and building stakeholders at two events, developed a Guide to Strata Bylaws, and a new strata waste bylaw for moving in/out.</p> <p>Continued to target hotspots with the Sydney RID Squad resulting in numerous fines and warnings. Targeted 11 hotspots streets where dumping was prominent through a variety of interventions and saw an increase in compliant behaviour where offenders took responsibility (paid for removal) of dumped items.</p>
	Provide public place waste and recycling infrastructure and improve the cleanliness of streets, litter hotspots and beaches	Implement the Litter Prevention Program	●	New bin signage was installed along Bondi Beach. Site rehabilitation at 2 Francis Street was completed with bike racks and landscaping
		Undertake beach, park and public place cleaning program according to schedule	●	Cleaning program is completed as per 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 January 2022-30 June 2022

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

91

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 July 2021-Dec 2021 was prepared and presented to Council in February 2022. The next iteration of Community Strategic Plan, Delivery Program and Operational Plan were prepared and adopted by Council in June 2022.
	Implement Waverley Community Engagement Strategy	Implement Community Engagement Policy, Strategy and Guidelines across Council and ensure engagement meets the standards set by the strategy		Policy and Strategy are implemented as per plan. Highlights from this quarter include Curlewis Street Cycleway consultation, Tamarama Park Plan of Management, 40km project, Rickard Avenue and Barracluff Avenue, the opening of Bondi Junction Cycleway and the exhibition of several corporate documents and plans
		Provide training for relevant internal stakeholders on community engagement procedures		Rollout began with the pilot team who offered several refinements. These have been incorporated and the rollout has continued with other team
		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 held online, both at local Precinct meetings and at the Combined Precincts' meetings. As a lead up to the Federal Government elections in March 2022, Precinct Committees hosted several '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		The Combined Precincts group will be consulted in 2023 on their preferred option for progressing this project as this would require large public meetings

 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**

92

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	●	Executive Leadership Team approved BCPs for Council's operating sites in March 2022. Awareness and education of business continuity management was included as part of the process of developing the BCPs and communication provided to all staff in an article in the staff newsletter and information on the intranet
	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	●	Code of Meeting Practice was adopted at the June Council meeting. Executive Leadership Team endorsed the Statement of Business Ethics. Planning commenced on review of the Code of Conduct and Councillor Expenses and Facilities Policy, with the policies to be adopted by December 2022. Preliminary work commenced on Precinct Policy review.
		Review Council Committee Charters	●	Delegations of Council Committees were reviewed in April 2022. As a result of this review, webpages on the Committees' structure, membership and functions will be developed in 2022-23 in lieu of charters
		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 was completed in January 2022
		Develop and implement Induction program for the newly elected Councillors	●	Councillors have been inducted. Additional chair training for Committee chairs is scheduled in July 2022

● 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**

93

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	Develop Governance Framework in line with the NSW Audit Office Lighthouse Model	●	ELT endorsed Governance Framework in May 2022, with actions across Council to be implemented by 30 June 2023
		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 was developed and presented to the Executive team for endorsement

● 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

94

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	●	The following policies were reviewed and adopted. - Investment Policy - Related Party Disclosures Policy - Staff Reimbursement Procedure - Cash Handling & Cash Collection Policy - Cash Handling & Cash Collection Procedure. Council implemented the Digital Bank Guarantee and PayView payment option
		Implement the Procurement Framework and Procurement Policy, processes and procedures to improve transparency and efficiency	●	The Executive Leadership Team approved the updated Procurement Procedures in June 2022.
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	Undertake service reviews to improve services, operational efficiencies and reduce costs over time	●	Australian Business Excellence Framework partnerships with Councils and industry expertise were established to drive the development of Waverley's Business Excellence Program
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	●	The Waverley 2022-2032 Workforce Plan was prepared and endorsed by Council at the ordinary meeting on 21 June 2022
	Implement a Leadership and Employee Development program	Design and Deliver a comprehensive Leadership Development Program for senior, middle and front-line managers and supervisors	●	Leadership Development Program continues for the SLT. Discussion have commenced with EM's to determine the appropriate leadership development program for middle and front-line managers

● 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**








95

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	●	Customer Experience Strategy was developed with implementation commencing in early FY 2023
		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, sales brochures and materials related to memorialisation are 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 Gardens are available for sale and designs finalised for Quinn Road Memorialisation Wall
		Continue revocation and renewal of burial sites in accordance with NSW State legislation	●	178 unused burial sites were reclaimed in accordance with the legislation
	Review and implement a Customer Experience Strategy	Undertake Customer Journey Mapping to analyse customer experience	●	Customer Journey Mapping for key services was completed as part of the development of the Customer Experience Strategy. Model was developed for future use

● 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**

96

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 was presented to Council and endorsed in June Council Meeting
		Investigate and implement online chat as a customer communication channel		Online chat will be reviewed as part of the ICT Modernisation Program
		Develop and initiate a process to assess customer insights and determine service trends		Customer insights and service trend review and analysis will be rolled out as part of the Customer Experience Strategy
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		Targeted business improvements were undertaken including significant uplift of intranet and sharepoint platform
		Establish an integration platform to provide seamless and connected service delivery		ICT Modernisation Program was presented to Council and endorsed in June Council Meeting
		Prepare Channel Strategy to improve communication platforms for community to interact with Council		Customer Experience and channel strategy were developed
	Undertake resource sharing and/or service delivery partnerships with other councils and community organisations	Partner with other Councils, industry experts and/or community organisations to facilitate best practice outcomes		Australian Business Excellence Framework partnerships with Councils and industry expertise were established to drive the development of Waverley's Business Excellence Program

 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





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





98

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 meets on an ongoing basis to deliver the Strategy
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. Future requirements for expansion of Public Wi-Fi service will be assessed on a case by case basis
	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		A review of grant application has commenced, a report is prepared to guide the incoming and outgoing grants process
	Explore feasibility of developing data- sharing partnerships	Explore new data sharing partnerships with other government agencies		The PUDO project was completed and reported to Council in Q2. The PUDO bays continue to operate in Waverley
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		The Jobs and Innovation Roadmap is scheduled to be reported to Council Strategic Planning and Development Committee in September 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**

99

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 with program working group established
		Complete the restoration of the Boot Factory including the Innovation Civic Hall		The Boot Factory restoration is due for completion in September.
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		Draft Strategy is prepared
		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  
COUNCIL

GET IN TOUCH

9083 8000

[info@waverley.nsw.gov.au](mailto:info@waverley.nsw.gov.au)

[waverley.nsw.gov.au](http://waverley.nsw.gov.au)

CUSTOMER SERVICE CENTRE

55 Spring St, Bondi Junction, NSW 2022