



STRATEGIC PLANNING AND DEVELOPMENT COMMITTEE MEETING

A meeting of the STRATEGIC PLANNING AND DEVELOPMENT COMMITTEE will be held at Waverley Council Chambers, Cnr Paul Street and Bondi Road, Bondi Junction at:

7.30 PM, TUESDAY 5 SEPTEMBER 2023

A handwritten signature in black ink, appearing to be 'B. Thompson', with a long horizontal stroke extending to the right.

Ben Thompson
Acting General Manager

Waverley Council
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Delegations of the Waverley Strategic Planning and Development Committee

On 10 October 2017, Waverley Council delegated to the Waverley Strategic Planning and Development Committee the authority to determine any matter **other than**:

1. Those activities designated under s 377(1) of the *Local Government Act* which are as follows:
 - (a) The appointment of a general manager.
 - (b) The making of a rate.
 - (c) A determination under section 549 as to the levying of a rate.
 - (d) The making of a charge.
 - (e) The fixing of a fee
 - (f) The borrowing of money.
 - (g) The voting of money for expenditure on its works, services or operations.
 - (h) The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment).
 - (i) The acceptance of tenders to provide services currently provided by members of staff of the council.
 - (j) The adoption of an operational plan under section 405.
 - (k) The adoption of a financial statement included in an annual financial report.
 - (l) A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6.
 - (m) The fixing of an amount or rate for the carrying out by the council of work on private land.
 - (n) The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work.
 - (o) The review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the *Environmental Planning and Assessment Act 1979*.
 - (p) The power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194.
 - (q) A decision under section 356 to contribute money or otherwise grant financial assistance to persons,
 - (r) A decision under section 234 to grant leave of absence to the holder of a civic office.
 - (s) The making of an application, or the giving of a notice, to the Governor or Minister.
 - (t) This power of delegation.
 - (u) Any function under this or any other Act that is expressly required to be exercised by resolution of the council.
2. Despite clause 1(i) above, the Waverley Strategic Planning and Development Committee does not have delegated authority to accept any tenders.
3. The adoption of a Community Strategic Plan, Resourcing Strategy and Delivery Program as defined under sections 402, 403, and 404 of the *Local Government Act*.

Statement of Ethical Obligations

Councillors are reminded of their oath or affirmation of office made under section 233A of the Act and their obligations under Council's code of conduct to disclose and appropriately manage conflicts of interest.

Live Streaming of Meeting

This meeting is streamed live via the internet and an audio-visual recording of the meeting will be publicly available on Council's website.

By attending this meeting, you consent to your image and/or voice being live streamed and publicly available.

AGENDA

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The General Manager will read the following Opening Prayer and Acknowledgement of Indigenous Heritage:

God, we pray for wisdom to govern with justice and equity. That we may see clearly and speak the truth and that we work together in harmony and mutual respect. May our actions demonstrate courage and leadership so that in all our works thy will be done. Amen.

Waverley Council respectfully acknowledges our Indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our local government area.

1. Apologies

2. Declarations of Pecuniary and Non-Pecuniary Interests

3. Addresses by Members of the Public

4. Confirmation of Minutes

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5. Reports

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6. Urgent Business

7. Meeting Closure

CONFIRMATION OF MINUTES

PD/4.1/23.09



Subject: Confirmation of Minutes - Strategic Planning and Development Committee Meeting - 1 August 2023

TRIM No: SF23/18

Manager: Richard Coelho, Executive Manager, Governance

RECOMMENDATION:

That the minutes of the Strategic Planning and Development Committee meeting held on 1 August 2023 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

Introduction/Background

The minutes of committee meetings must be confirmed at a subsequent meeting of the committee, in accordance with clause 20.23 of the Code of Meeting Practice.

Attachments

1. Strategic Planning and Development Committee Meeting Minutes - 1 August 2023.



**MINUTES OF THE STRATEGIC PLANNING AND DEVELOPMENT COMMITTEE MEETING
HELD AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD, BONDI JUNCTION ON
TUESDAY, 1 AUGUST 2023**

Present:

Councillor Steven Lewis (Chair)	Hunter Ward
Councillor Paula Masselos (Mayor)	Lawson Ward
Councillor Elaine Keenan (Deputy Mayor)	Lawson Ward
Councillor Sally Betts	Hunter Ward
Councillor Angela Burrill	Lawson Ward
Councillor Ludovico Fabiano	Waverley Ward
Councillor Leon Goltsman	Bondi Ward
Councillor Michelle Gray	Bondi Ward
Councillor Tony Kay	Waverley Ward
Councillor Tim Murray	Waverley Ward
Councillor Dominic Wy Kanak	Bondi Ward

Staff in attendance:

Emily Scott	General Manager
Sharon Cassidy	Director, Assets and Operations
Tara Czinner	Director, Corporate Services
Fletcher Rayner	Director, Planning, Sustainability and Compliance
Annette Trubenbach	Acting Director, Community, Culture and Customer Experience

At the commencement of proceedings at 7.30 pm, those present were as listed above.

Crs Burrill, Fabiano, Goltsman, Kay and Wy Kanak and attended the meeting by audio-visual link.

PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

The General Manager read the following Opening Prayer and Acknowledgement of Indigenous Heritage:

God, we pray for wisdom to govern with justice and equity. That we may see clearly and speak the truth and that we work together in harmony and mutual respect. May our actions demonstrate courage and leadership so that in all our works thy will be done. Amen.

Waverley Council respectfully acknowledges our Indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our local government area.

1. Apologies

Apologies were received from Cr Will Nemesh.

2. Declarations of Pecuniary and Non-Pecuniary Interests

The Chair called for declarations of interest and none were received.

3. Addresses by Members of the Public

- 3.1 M B Cusack – PD/5.1/23.08 – War Memorial Hospital (Edina Estate) – Development Control Plan – Adoption.
- 3.2 G Fielden (on behalf of Uniting) – PD/5.1/23.08 – War Memorial Hospital (Edina Estate) – Development Control Plan – Adoption.
- 3.3 H Tanner – PD/5.1/23.08 – War Memorial Hospital (Edina Estate) – Development Control Plan – Adoption.
- 3.4 G Vaughan – PD/5.1/23.08 – War Memorial Hospital (Edina Estate) – Development Control Plan – Adoption.
- 3.5 C Bowes – PD/5.1/23.08 – War Memorial Hospital (Edina Estate) – Development Control Plan – Adoption.
- 3.6 V Milson – PD/5.1/23.08 – War Memorial Hospital (Edina Estate) – Development Control Plan – Adoption.
- 3.7 S Hely (on behalf of Charing Cross Precinct) – PD/5.1/23.08 – War Memorial Hospital (Edina Estate) – Development Control Plan – Adoption.

4. Confirmation of Minutes

PD/4.1/23.08 Confirmation of Minutes - Strategic Planning and Development Committee Meeting - 4 July 2023 (SF23/18)

MOTION / UNANIMOUS DECISION

Mover: Cr Lewis

Seconder: Cr Gray

That the minutes of the Strategic Planning and Development Committee meeting held on 4 July 2023 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

5. Reports

PD/5.1/23.08 War Memorial Hospital (Edina Estate) - Development Control Plan - Adoption (SF21/655)

MOTION

Mover: Cr Masselos

Seconder: Cr Keenan

The Council:

1. Notes:

- (a) That the Conservation Management Plan prepared by the architect Hector Abrahams:
 - (i) Details the historical significance of the site as an outstanding example of private philanthropy and its conversion to a war memorial hospital, which should be preserved and not obscured.
 - (ii) The aspects of the site that are of rare aesthetic significance should be preserved, including four Victorian houses and stables, private streetscape, Victorian and 1920s landscape planting and features, 1930s hospital and chapel.
 - (iii) The mansion tower and Norfolk pines should be preserved as landmarks in the surrounding areas.
- (b) The significance of the historic gates at the corner of Bronte Road and Birrell Street, and that the draft Development Control Plan (DCP) preserves continued public access via these gates at a minimum of nine daylight hours per day, as well as setbacks from the street frontage that will provide opportunities for landscaping, including mature tree planting.
- (c) That the Edina Estate contains 20 trees listed on Council's Significant Tree Register. Of these trees, one magnolia grandiflora tree, which is located on the boundary of the proposed building zone, may be impacted along with a significant fig near the existing tennis court.
- (d) That the War Memorial gardens are part of an important, continuous ecological corridor that spans from Waverley Oval to Centennial Park.
- (e) The 30% deep planting requirement within the draft DCP.
- (f) The *Waverley Local Environmental Plan* requires at least 10% of the gross floor area of 99–117

Birrell Street be used for the purposes of affordable housing.

2. Adopts the Waverley Development Control Plan 2022, Part E7 – Edina Estate, attached to the report, subject to the following amendments:
 - (a) Page 41 of the agenda, clause 6.4.1, ‘Significant Fabric, Views, Spaces and Relationships’ – Add the following additional controls:
 - (i) Ensure that the design of the central building is such that the significant fig near the existing tennis court is retained, along with the significant magnolia grandiflora, and their wellbeing preserved.
 - (ii) Maximise the protection of significant trees on the site and their corresponding tree protection zones.
3. Urgently seeks a further report from the General Manager on the cost to engage an independent report from a level 5 arborist to assess all trees on the War Memorial site to identify any additional trees, and their corresponding tree protection zones, that should be placed on Waverley’s Significant Tree Register or the Waverley DCP.
4. Urgently seeks a meeting with the Minister for Heritage, the Hon Penny Sharpe, to urgently place the War Memorial site on the State Heritage Register.
5. Writes to all those who made submissions advising them of Council’s decision.

THE MOVER OF THE MOTION ACCEPTED THE ADDITION OF NEW CLAUSES 2(b) AND 6.

AMENDMENT (RULED OUT OF ORDER)

Mover: Cr Wy Kanak

That clause 4 be amended to read as follows:

‘Urgently seek a meeting with the Minister for Heritage, the Hon Penny Sharpe, to urgently place the War Memorial site on to the State Heritage Register, and that no development application for the site be considered until a State Heritage listing is formally made.’

THE AMENDMENT WAS RULED OUT OF ORDER ON THE GROUNDS THAT COUNCIL IS BOUND TO ASSESS ANY DEVELOPMENT APPLICATION LODGED AT THE SITE.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED.

DECISION

That Council:

1. Notes:
 - (a) That the Conservation Management Plan prepared by the architect Hector Abrahams:
 - (i) Details the historical significance of the site as an outstanding example of private philanthropy and its conversion to a war memorial hospital, which should be preserved and not obscured.
 - (ii) The aspects of the site that are of rare aesthetic significance should be preserved, including four Victorian houses and stables, private streetscape, Victorian and 1920s

landscape planting and features, 1930s hospital and chapel.

- (iii) The mansion tower and Norfolk pines should be preserved as landmarks in the surrounding areas.
 - (b) The significance of the historic gates at the corner of Bronte Road and Birrell Street, and that the draft Development Control Plan (DCP) preserves continued public access via these gates at a minimum of nine daylight hours per day, as well as setbacks from the street frontage that will provide opportunities for landscaping, including mature tree planting.
 - (c) That the Edina Estate contains 20 trees listed on Council's Significant Tree Register. Of these trees, one magnolia grandiflora tree, which is located on the boundary of the proposed building zone, may be impacted along with a significant fig near the existing tennis court.
 - (d) That the War Memorial gardens are part of an important, continuous ecological corridor that spans from Waverley Oval to Centennial Park.
 - (e) The 30% deep planting requirement within the draft DCP.
 - (f) The *Waverley Local Environmental Plan* requires at least 10% of the gross floor area of 99–117 Birrell Street be used for the purposes of affordable housing.
2. Adopts the Waverley Development Control Plan 2022, Part E7 – Edina Estate, attached to the report, subject to the following amendments:
- (a) Page 41 of the agenda, clause 6.4.1, 'Significant Fabric, Views, Spaces and Relationships' – Add the following additional controls:
 - (i) Ensure that the design of the central building is such that the significant fig near the existing tennis court is retained, along with the significant magnolia grandiflora, and their wellbeing preserved.
 - (ii) Maximise the protection of significant trees on the site and their corresponding tree protection zones.
 - (b) Page 41 of the agenda, clause 6.4.1(g), 'Significant Fabric, Views, Spaces and Relationships' – Amend the second sentence to read as follows: 'This must include the use of the gates as a pedestrian access to the site.'
3. Urgently seeks a further report from the General Manager on the cost to engage an independent report from a level 5 arborist to assess all trees on the War Memorial site to identify any additional trees, and their corresponding tree protection zones, that should be placed on Waverley's Significant Tree Register or the Waverley DCP.
4. Urgently seeks a meeting with the Minister for Heritage, the Hon Penny Sharpe, to urgently place the War Memorial site on the State Heritage Register.
5. Writes to all those who made submissions advising them of Council's decision.
6. Officers circulate the amended DCP to Councillors before it is published on Council's website.

Division

For the Motion: Crs Betts, Burrill, Fabiano, Goltsman, Gray, Kay, Keenan, Lewis, Masselos and Murray.

Against the Motion: Cr Wy Kanak.

M B Cusack, G Fielden (on behalf of Uniting), H Tanner, G Vaughan, C Bowes, V Milson and S Hely (on behalf of Charing Cross Precinct) addressed the meeting.

**PD/5.2/23.08 Draft Eastern Suburbs Electric Vehicle Infrastructure Strategy - Exhibition
(A11/0853)**

MOTION / UNANIMOUS DECISION

Mover: Cr Gray
Seconder: Cr Keenan

That Council:

1. Publicly exhibits the draft Eastern Suburbs Electric Vehicle Infrastructure Strategy attached to the report for a minimum of 28 days.
2. Officers prepare a report to Council following the exhibition period.
3. Notes that Randwick City Council and Woollahra Municipal Council will also be exhibiting the strategy.

Cr Kay was not present for the vote on this item.

PD/5.3/23.08 Waverley Local Planning Panel - Community Membership (A13/0229)

MOTION / UNANIMOUS DECISION

Mover: Cr Murray
Seconder: Cr Fabiano

That Council appoints the following community representatives to the Waverley Local Planning Panel (WLPP) up to 30 July 2026:

1. Clare Edwards.
2. Sam Marshall.
3. Jesse Lockhart-Krause.
4. Geoffrey Lee Denman.

**PD/5.4/23.08 Clause 4.6 Variations to Development Standards - Quarterly Report - April-June
2023 (A23/0244)**

MOTION / UNANIMOUS DECISION

Mover: Cr Lewis
Seconder: Cr Wy Kanak

That Council notes the clause 4.6 variations to development standards for the period 1 April 2023 to 30 June 2023 attached to the report.

6. Urgent Business

There was no urgent business.

7. Meeting Closure

THE MEETING CLOSED AT 9.02 PM.

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SIGNED AND CONFIRMED
CHAIR
5 SEPTEMBER 2023

REPORT
PD/5.1/23.09

Subject: Sustainability Expert Advisory Panel Meeting - 19 July 2023 - Minutes

TRIM No: A22/0310

Manager: Sam McGuinness, Executive Manager, Environmental Sustainability

Director: Fletcher Rayner, Director, Planning, Sustainability and Compliance

RECOMMENDATION:

That Council notes the minutes of the Sustainability Expert Advisory Panel meeting held on 19 July 2023 attached to the report.

1. Executive Summary

The purpose of this report is to note the minutes of the Sustainability Expert Advisory Panel meeting held on 19 July 2023.

2. Introduction/Background

Council refreshed the Sustainable Expert Advisory Panel in 2022 and endorsed the current Terms of Reference.

The Sustainability Expert Advisory Panel (SEAP) aims to:

- Work with Council to promote sustainable practices, focusing on the Community Strategic Plan and Environmental Action Plan.
- Assist Council and the community to implement and achieve the environmental targets of the EAP.
- Assist Council to integrate environmental sustainability into Council policy, plans and operations.

Members of the SEAP listed in the attached minutes were appointed by Council in August 2022.

3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Strategic Planning and Development Committee 2 August 2022	PD/5.2/22.08	<p>That Council appoints the following community members to the Sustainability Expert Advisory Panel (SEAP) until the end of the Council term in September 2024:</p> <ol style="list-style-type: none">1. Danny Cameron.2. Stephanie Carrick.3. Anthea Fawcett.4. Corinne Mullet.

		<ol style="list-style-type: none">5. Robin Mellon.6. Charles Scarf.
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4. Discussion

The minutes have been confirmed by Committee members via email.

5. Financial impact statement/Time frame/Consultation

The operations and administration of the SEAP requires the commitment of Councillor, volunteer and staff resources and any relevant costs are included in Council's operational budget.

6. Conclusion

The minutes of the Sustainability Expert Advisory Panel meeting held on 19 July 2023 are attached to this report.

7. Attachments

1. SEAP - 19 July 2023 - Minutes.



Sustainability Expert Advisory Panel Meeting 3

Draft Minutes

	Wednesday 19 July 2023	
Time	5.30 -7pm	
Venue	Queens Park Room, Level 3 Waverley Council Chambers	
	Attendance: Cr Elaine Keegan (Chair) Cr Paula Masselos Cr Ludovico Fabiano Stephanie Carrick Anthea Jane Fawcett Corine Mulet Robin Mellon	
Aims	<ul style="list-style-type: none">• Work with Council to promote sustainable practices, focusing on the Waverley Community Strategic Plan and Environmental Action Plan.• Assist Council and the community to implement and achieve the environmental targets of the EAP.• Assist Council to integrate environmental sustainability into Council policy, plans and operations.	
Agenda Item		Expected Outcome (s)
1	Welcome	Apologies: Will Nemesh, Charles Scarf, Danny Cameron Update on actions arising from March meeting.
2	Updates on recent Council activities	Outline of Council activities presented by Sam McGuinness <ul style="list-style-type: none">• EV Strategy proposed to be reported to Council Committee and go on exhibition after August 1• Intellihub EV charging proposal on AusGrid poles currently out for comment• NSW Govt have announced grants for up to \$800,000 per Council for the provision of EV kerbside charging• Curlewis St Streetscape upgrade which will construct the key link in the Bondi Beach to Rose Bay separated cycleway has gone out for tender• Implementation of the Waverley DCP 2022 continues with a shift to all electric kitchens evident in Development Applications since December 2022.• National Tree Day seedling giveaway is on 30 July 2023.



	Agenda Item	Expected Outcome (s)
		<ul style="list-style-type: none"> • AusGrid have proposed a battery on Frances St near to Thomas Hogan Reserve as part of a federal government grant. • Update on Bronte Gully restoration live on Council's website. • Online Nature walk on the coastal walk available on the Hello Bondi website. • Wash N Go trial has finished but continues at participating hospitality venues in Waverley. • Council was successful with a NSW EPA Grant for a Bondi Junction Circular Economy Precinct. <p>Action: Send to SEAP the EV Strategy (once on exhibition) and the EV pole consultation.</p>
3	Urban Greening & Cooling - Strategy	<p>Presentation on the Draft Urban Greening and Cooling Strategy by Suzanne Dunford.</p> <p>Feedback from the Committee</p> <p>Questions & discussion from the group.</p> <ul style="list-style-type: none"> • The Strategy needs to recognise the importance of habitat corridors; and more broadly the habitat benefit of trees. • There is a need for long lifespan of trees to be planted and trees that provide ongoing habitat such as non-deciduous trees • Discussion of views and the benefits to real estate values of tree lined streets • Feedback that the action to increase permeability could be increased beyond 200m2 • When will the significant tree register process commence – in 23/24 through Council's Parks & Open Space team • The Panel expressed support for the community to be engaged on significant trees in the area. • Discussion on whether the Strategy could be more ambitious as maintaining and increasing trees and vegetation will become more difficult over time due to infill development. • Discussion on irrigation of trees and vegetation during dry periods and the use of Council's recycled water truck. <p>Action: The Draft Greening and Cooling Strategy should be sent around to SEAP members when Council resolves to exhibit it</p> <ol style="list-style-type: none"> 1. SEAP Members to make individual submissions on the Draft 2. SEAP members to forward to their networks.



Agenda Item		Expected Outcome (s)
4	Other Business	<ul style="list-style-type: none">• Discussion on food and food security in Waverley.• Does Waverley have a green building prize? not currently• Power to the Future game has been developed by participants and this will be sent around to SEAP members to promote to their networks.• City of Sydney has installed 100 nest boxes. Could this be replicated in Waverley?
5	Next Meeting	Wednesday 15 November 2023 5:30 PM-7:00 PM

REPORT
PD/5.2/23.09

Subject: Development Assessment Review

TRIM No: A23/0566

Manager: Angela Rossi, Acting Executive Manager, Development Assessment

Director: Fletcher Rayner, Director, Planning, Sustainability and Compliance

RECOMMENDATION:

That Council notes the findings of the development assessment review attached to the report.

1. Executive Summary

Votar Partners were engaged by Council in 2019 to undertake an independent review of the development Assessment processes.

A summary of these findings is provided in the attached document. This report outlines the extensive improvements made by the Development Assessment team in response to the findings, along with other improvements to systems and processes to respond to industry trends and mandated updates.

Overall, the majority of the recommendations have been enacted upon and others are ongoing, as outlined in this report.

2. Introduction/Background

Council has committed to its community through its Community Strategic Plan to continuously improve its work processes and practices. The development assessment (DA) function of Council is of immense interest to the community in order to retain the distinctive local identity with its special coastal urban setting of Waverley.

Ongoing continuous improvement of the DA function has included a review undertaken by P&A Walsh Consulting in 2004, and a further report revisiting those recommendations in 2008. These reports identified a number of significant opportunities for improvement and led to improved outcomes in relation to digitisation of DA files; increased resourcing; and increased levels of delegation in line with State planning directives.

In 2019, Council engaged Votar Partners to undertake another review of its DA assessment processes, practices and culture to seek opportunities to further enhance the delivery of this vital service to the community. The review was conducted over the period between October and December 2019.

Two key topics Council specifically wished to focus on were:

- Timeliness and efficiency of the DA process: how Council can process applications on a timelier basis to improve customer satisfaction and reduce appeals.
- Consistency and accuracy of decision making: how Council can ensure decision making is in line with the law, taking appropriate account of community feedback.

This report summarises the findings of the Votar Partners 2019 review (summary report attached) and provides a status update on each theme, identifying the main changes to process, systems and culture. These efforts are ongoing with more work to be done. However, it can be clearly evidenced that, already, major improvements towards improving timelines, efficiency in the DA process and consistent and accurate decision making.

3. Relevant Council Resolutions

Nil.

4. Discussion

The DA Department has actively been updating systems and processes in recent years to improve customer engagement, provide improved access to information and ensure transparent and consistent assessments in decision making. Many of these updates were underway in 2019 at the time of the Votar Partners review. However, with COVID and NSW Planning Portal integration mandates, the rate of change was fast-tracked. From early 2020, the DA Department moved to 100% digital assessment and all system and processes mapped to ensure greater consistency and accuracy with decision making.

The key findings of the Votar Partners 2019 review are summarised below along with an update on progress made.

Table 1. Business processes.

Theme: Business Processes	
Votar Recommendation	What have we done?
<ul style="list-style-type: none"> Upfront DA allocations 	<ul style="list-style-type: none"> ✓ All DAs electronically lodged through NSW Planning Portal. ✓ DAs now allocated to assessment officers (AO) on lodgement. ✓ No longer a 'waiting pile' for allocation of applications.
<ul style="list-style-type: none"> Removal of physical files 	<ul style="list-style-type: none"> ✓ All DA work is undertaken digitally – No reliance on any paper /physical files. ✓ Electronic stamping implemented. ✓ In-depth digital record keeping implemented (through TRIM).
<ul style="list-style-type: none"> Thorough preliminary assessment 	<ul style="list-style-type: none"> ✓ Initial assessment undertaken by Managers and Assessing Officers and issues identified as part of preliminary assessment. ✓ Stop-the-clock mechanism (also known as a 'request for information') utilised at preliminary assessment stage.
<ul style="list-style-type: none"> Review notification guidelines 	<ul style="list-style-type: none"> ✓ Notification guided by Community Engagement Strategy 2023 which commences radius notification measures for some development types (over and above previously utilised notification measures).
<ul style="list-style-type: none"> Concern relating to transparency 	<ul style="list-style-type: none"> ✓ The DA Leadership Team (formerly the Development Building Unit or DBU) is an open forum for robust discussion before any decision is made. ✓ All contentious applications, including matters being referred to the WLPP, are presented by the Assessing Officer to the DALT prior to finalisation of assessment. ✓ Executive Manager now overseeing WLPP reports.
<ul style="list-style-type: none"> Pre-DA uncertainty 	<ul style="list-style-type: none"> ✓ Clear written advice is now provided. ✓ Templates updated to be provide improved detail in advice.
<ul style="list-style-type: none"> Referrals 	<ul style="list-style-type: none"> ✓ Communication between referral teams and DA team is clear and timeframes improved. Digital systems implemented to

	<p>enhance flow of information.</p> <ul style="list-style-type: none"> ✓ Weekly meetings with various teams set up to capture issues/conditions. ✓ Referral tasks improved through digital enhancements (workflows, templates, notification of information)
<ul style="list-style-type: none"> • Compliance with controls 	<ul style="list-style-type: none"> ✓ All DAs assessed against controls. Where non-compliance is sought, subject to a merit assessment (if >10% non-compliance to a development standard, application referred to WLPP for determination).
<ul style="list-style-type: none"> • Moving to a more proactive model of customer engagement 	<ul style="list-style-type: none"> ✓ Encouragement for staff to respond to correspondence within 48 hours. ✓ Full time Duty Planner (role formerly shared on a roster basis with staff). ✓ Booking system implementation for Duty Planner coming soon. ✓ New phone system (Teams) enhances phone calls/voicemails (from any location).
<ul style="list-style-type: none"> • Design Excellence Advisory Panel (DEAP) 	<ul style="list-style-type: none"> ✓ Consists of esteemed Sydney architects that provide constructive advice to pre-DAs and significant DAs to guide design excellence.
<ul style="list-style-type: none"> • Planning agreements 	<ul style="list-style-type: none"> ✓ Robust policy around planning agreements, which Strategic Planning oversees.
<ul style="list-style-type: none"> • Consent conditions 	<ul style="list-style-type: none"> ✓ Conditions have been significantly reviewed. ✓ The Department of Planning and Environment (DPE) is in the process of mandating standardised conditions across NSW, and the DA team is actively working on this project currently. ✓ DPE soon to implement standard formats for online Portal determinations (major IT/DA process upgrades currently occurring to systems and processes to prepare for this).
<ul style="list-style-type: none"> • Determination reports 	<ul style="list-style-type: none"> ✓ Report templates for various types of DAs have been set up to be consistent.

Table 2. Business processes: legal appeals.

Theme: Business Processes: Legal Appeals	
Votar Recommendation	What have we done?
<ul style="list-style-type: none"> • Excessive deemed refusals 	<ul style="list-style-type: none"> ✓ Reduced through more rigorous use of 'stop the clock' provisions of EP&A Regulations. Still an issue for higher value developments. ✓ In 2019, deemed refusal accounted for 52% of all appeals lodged in that calendar year. ✓ In 2023 (appeals lodged to date), deemed refusals represent 36% of all appeals lodged. ✓ Additional assessment officers (x2 fixed term contracts) employed (2022) to reduce assessment times, that also assist to reduce deemed refusal appeals. <p>(Note: economic/industry impacts and trends often play a significant role in number of appeals)</p>
<ul style="list-style-type: none"> • Objector follow up 	<ul style="list-style-type: none"> ✓ Dedicated legal admin officer to ensure appeal administrative process followed. ✓ DA tracker and Council's website regularly updated with more information on applications.

Table 3. People.

Theme: People	
Votar Recommendation	What have we done?
<ul style="list-style-type: none"> Management to be defined 	<ul style="list-style-type: none"> ✓ Roles clearly defined and current trial in place for three Area Managers and Executive Planner introduced to provide process improvements and reporting.
<ul style="list-style-type: none"> Different styles of management 	<ul style="list-style-type: none"> ✓ Cultural improvements reviewed, implemented and ongoing. ✓ In 2021, Anson Consulting engaged to assist DA team management and team culture. ✓ Development Assessment Leadership Team, or DALT (rebranding from former DBU) for DA Management, with Manager Charter developed in 2021. ✓ DA Team charter developed in 2021. ✓ Ongoing work occurring in this space.
<ul style="list-style-type: none"> Duty Planner workload 	<ul style="list-style-type: none"> ✓ Planning Advocate commenced 2023 to assist with precinct/community enquiries and education. ✓ Significant changes to Duty Planner responsibilities due to COVID impacts and NSW Planning Portal implementation. ✓ Booking system to be introduced soon.
<ul style="list-style-type: none"> Workload 	<ul style="list-style-type: none"> ✓ Workload currently acceptable; however, highly competitive employment market. ✓ Additional contract planners employed (fixed term two years) to assist with assessment of applications.
<ul style="list-style-type: none"> Admin 	<ul style="list-style-type: none"> ✓ Admin duties have significantly changed due to NSW Planning Portal. ✓ Digital improvements provide wholly digital framework (exception being site notices). ✓ Admin structure review currently ongoing.
<ul style="list-style-type: none"> Staff performance 	<ul style="list-style-type: none"> ✓ Recognition of excellence, ✓ Feedback provided. ✓ Greater in-house training provided.
<ul style="list-style-type: none"> Culture 	<ul style="list-style-type: none"> ✓ Team days and regular catchups, ✓ Management Charter and Team Charter implemented.
<ul style="list-style-type: none"> Recruitment/attraction 	<ul style="list-style-type: none"> ✓ Additional contract planners employed. Lack of experienced staff can lead to assessment delays and costs for LEC experts/hearings.

Table 4. IT processes.

Theme: IT Processes	
Votar Recommendation	What have we done?
<ul style="list-style-type: none"> Digital/online 	<ul style="list-style-type: none"> ✓ NSW Planning Portal provides all lodgements online. ✓ DA Team is now 100% paperless ✓ DA tracker and Council's website regularly updated with more information on applications.
<ul style="list-style-type: none"> Pathway updates 	<ul style="list-style-type: none"> ✓ Project to integrate Council's Pathway system with NSW Planning Portal ongoing, ✓ Allows critical updates to software and application workflows.
<ul style="list-style-type: none"> DA tracking 	<ul style="list-style-type: none"> ✓ Available on Council's website and NSW Planning Portal
<ul style="list-style-type: none"> Reporting 	<ul style="list-style-type: none"> ✓ Executive Planner role now ensures various reporting is undertaken. ✓ Clause 4.6 Register reporting to Council quarterly.

	✓ Power BI software introduced mid-2023. Allows up-to-date data and statistical info not readily available prior.
• Content Manager (TRIM)	✓ Utilisation of TRIM improving along with role of NSW Planning Portal.

As evidenced above, the DA Team have made considerable changes and enhancements in systems, processes, culture and staffing areas to respond positively to the recommendations of the Votar findings. While there are still areas to attend to, the majority of recommendations have been enacted upon or are ongoing.

Next steps

Considerable efforts have been made to resolve issues and address recommendations in the Votar 2019 report. Ongoing or future projects for the foreseeable future (next 12 months) include:

- Review of the administration service to address to Customer Experience Strategy (Tier 2 – planning customer service function).
- Formalise the DA Department management structure (presently on trial).
- Implementation of API project, which integrates the NSW Planning Portal with Council's own IT systems (Pathway and TRIM).
- Implementation of standardised determination documents and conditions of consent, mandated by the DPE.
- Recruitment of Executive Manager, Development Assessment.

5. Financial impact statement/Time frame/Consultation

Nil.

6. Conclusion

The Votar Partners independent review of the Development Assessment processes in 2019 identified key issues needing improvement across business processes, Information Technology, legal appeals and people/culture. A large number of the recommendations have been implemented in system or process improvements that were already underway or initiated as a result of the review.

This report identifies the significant work undertaken to address key issues and identifies further updates required or work outstanding which is currently ongoing.

7. Attachments

1. Votar Partners - Development Assessment - Review of the Processes, Practices and Culture - May 2023.



Development Assessment

REVIEW OF THE PROCESSES, PRACTICES AND CULTURE

This summary report presents the outcomes of a 2019 review of the development assessment processes, practices and culture at Waverley Council, conducted by Votar Partners

VOTAR PARTNERS
BUSINESS CONSULTING SERVICES



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Executive Summary

Waverley Council has committed to its community through its Community Strategic Plan to continuously improve its work processes and practices. The Development Assessment (DA) function of Council is of immense interest to the community in order to retain the distinctive local identity with its special coastal urban setting of Waverley.

Ongoing continuous improvement of the DA function has included a review undertaken by P&A Walsh Consulting in 2004, and a further report revisiting those recommendations in 2008. These reports identified a number of significant opportunities for improvement. In addition, Council has continued to undertake internal reviews and amendments; digitised DA files; committed to provide sufficient resourcing; and increased levels of delegation.

Council has now engaged Votar Partners to undertake a review of its DA assessment processes, practices and culture to seek opportunities to further enhance the delivery of this vital service to the community. The review was conducted over the period between October and December 2019.

Two key topics Council specifically wished to focus on were:

- **Timeliness and efficiency of the DA process** – how Council can process applications on a timelier basis to improve customer satisfaction and reduce appeals
- **Consistency and accuracy of decision making** in line with Planning Law and Council's Policy and Regulatory framework – how Council can ensure decision making is in line with the law, taking appropriate account of community feedback.

The project involved significant engagement of key stakeholder groups, including a customer survey; consultation with targeted customers, councillors, precinct committees and staff; a staff survey; and benchmarking with other councils.



Various documents and data sources were analysed including NSW LDPM (Local Development Performance Monitoring) to understand how Council compares to its peers).



Staff and community consultations with more than 62 participants.



Customer survey with 345 members of community invited to participate and 68 providing their views on the DA service.

130+ people participated in the process.

While there is a strong foundation in place within the DA Team, the feedback gathered during this consultation, along with other information gathered, identified a number of gaps between service requirements and the current state.

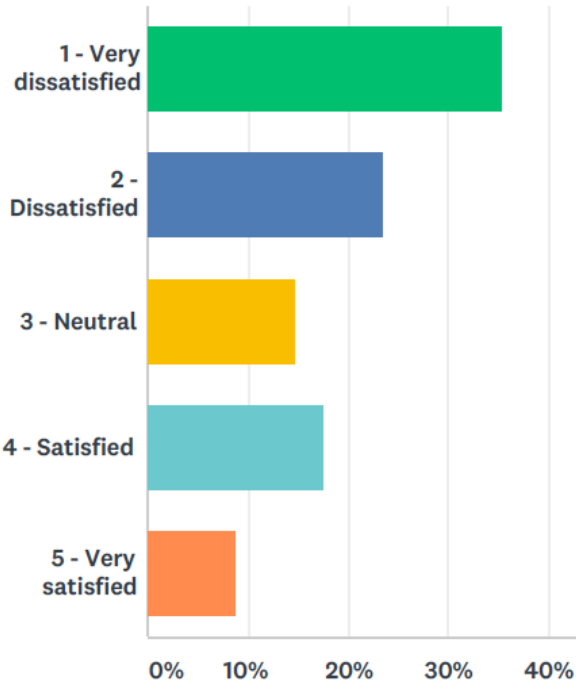
The primary gaps identified include:

Mismatch between customer expectations and service delivery <ul style="list-style-type: none">○ Particularly in the areas of:<ul style="list-style-type: none">○ Timeliness○ Communication and expectation management○ Extent of engagement, advice and guidance available○ Lack of feedback loop	Current processes/practices are not conducive to efficiency and timeliness <ul style="list-style-type: none">○ Processes that require particular attention:<ul style="list-style-type: none">○ Referrals○ Allocations and assessment commencement○ 'Interim deferral'○ Conditions and determination reports	Team culture does not support service excellence <ul style="list-style-type: none">○ Particular concerns include:<ul style="list-style-type: none">○ Leadership styles○ Fear of offering opinions○ Lack of teamwork○ Culture and workload of Admin team○ Performance measurement and recognition○ Lack of customer service focus	Room for improvement of systems <ul style="list-style-type: none">○ Areas to target include<ul style="list-style-type: none">○ Better configuration○ Online lodgement (integration to ePlanning)○ Expanded automation, replacing paper files○ Improved integration○ Automated, streamlined workflows○ Improved reporting
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1. Consultation Findings & Analysis

Customer Survey Results

The customer survey respondents were primarily architects or planning consultants (51%), with 43% being the owner/applicant, and 6% being developers.



Overall Satisfaction

The graph on the left shows the overall satisfaction level of the respondents.

Only 26% of respondents were satisfied or better, while more than 60% were dissatisfied or worse.

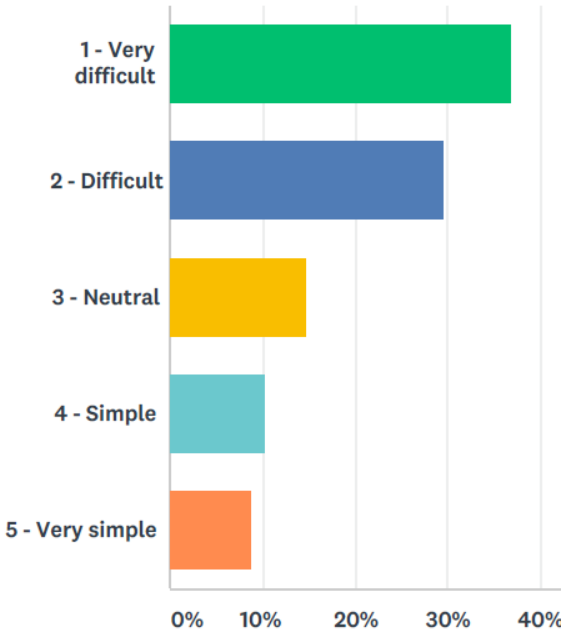
The average satisfaction score was 2.4 out of 5, suggesting that on average, customers are slightly dissatisfied with the overall service provided.

Ease of Doing Business

The graph on the right shows how the respondents rated the ease of doing business.

The overall average was 2.25, suggesting in general customers find it quite difficult to do business with Waverley’s DA team.

The most mentioned difficulties were the *speed of processing*, *communication*, and *lack of discussion* of outcomes *before* determining.



Targeted Customer Consultations

To extend our understanding of what it’s like as a DA applicant, targeted consultation with a selected group of ‘regular customers’, being planning and architecture firms was undertaken. In addition to this cohort, Councillors and Precinct Committees were also engaged to provide their views, all contributing to a holistic customer perspective of the DA service.

The key themes included.

- Communication

Difficulty in contacting; don't return calls | Discussion on complex issues 'near impossible' | Difficult to determine status.
- Timeliness

Lengthy and protracted | Delay in allocating applications - don't even get started | Takes too long to get initial feedback.
- Transparency

Inconsistent, inadequate notification, both up-front and on amendments | DA Tracking not adequate | No feedback on objections | Appeals are opaque.

Sector Comparison – DA Performance

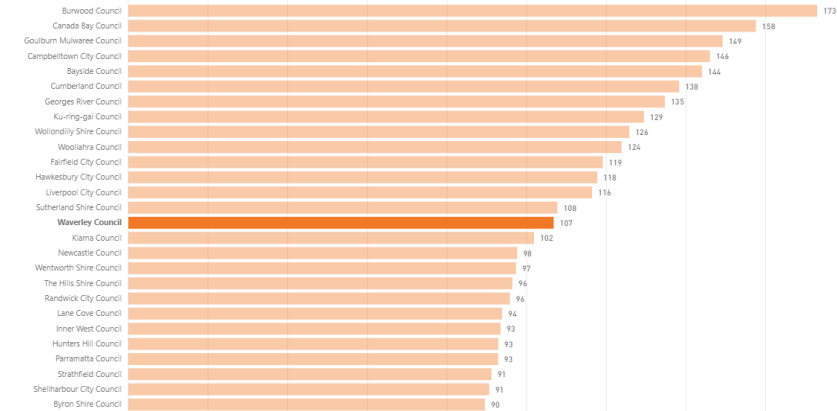
To better understand Council’s performance a comparative analysis was performed by accessing and analysing data available from NSW State Government LDPM (Local Development Performance Monitoring) Portal.

The key findings include.

Analysing DA and Modification application types, Waverley’s average determination days for FY2018 is 107, with a median of 78.

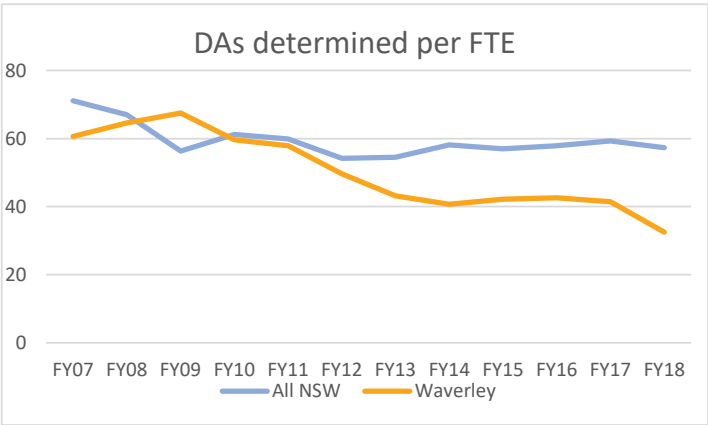
This compares unfavourably to the NSW average of 80 days, and median of 50 days.

On this measure Council is ranked 13th best.



Sector Comparison – Resourcing

The LGPRF (Local Government Performance Reporting Framework) data also allows us to compare resourcing. Councils report the number of DAs (all application types) determined per FTE (Full Time Equivalent) in each financial year.



The graph shows the number of DAs determined per FTE on average across all NSW Councils, which has remained relatively consistent around the mid- to high-50s since FY09.

On the other hand, the number of DAs determined by Waverley Council staff has declined sharply over this period, and for FY18 was just over 32 applications determined per FTE staff member.

Staff Consultation

The staff consultation was focused on understanding any issues, challenges and opportunities for improvement identified by Council's assessment officers and support personnel.

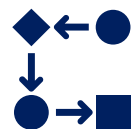
We asked participants to provide feedback on the following:

- **Culture**
The biggest opportunity for improvement with Council's culture was identified as collaboration, especially across different teams needed to ensure timely and effective assessment and processing of DA's.
- **Quality**
Staff expressed their struggle to balance throughput with detailed assessment, resulting in inconsistent results which erodes the quality of DA processing.
- **Workload**
Volumes were viewed as being high with the team working hard to manage their workloads effectively.
- **Tools (Technology)**
Broadly acknowledged that opportunities to make better use of core platforms existed, allowing for greater transparency and communication with customers with more online/digital processing of DAs.

2. Improvement Plan

Based on analysis of the consultation and discovery process findings an improvement plan was developed focused on progressively strengthening Council’s DA service.

A balanced portfolio of 28 initiatives is proposed grouped by the following themes.



12 initiatives focused on **optimising DA business process**.



2 initiatives focused on improving **technology & systems**.



9 initiatives focused on **balancing resources and workload**.



1 initiative focused on refining internal **performance indicators** to be more meaningful.



4 initiatives focused on influencing a more positive **team culture**.

The improvement plan is shown on the following pages along with a status per initiative as of May 2023.

Initiative	Action	Prioritisation comments	Status
Optimise Processes	Obtain buy-in for the proposed approach of completely reimagining the assessment process to 'front load' applications	Foundational Requirement before other process changes are considered	COMPLETED
	Progressively implement the revised process, including: <ul style="list-style-type: none"> Removing reliance on the physical file to commence processes Transitioning to immediate allocation and high-level review by AO Rigour around preliminary assessment Moving to a more proactive model of customer engagement 		COMPLETED
	Revise and update guidelines for application submission to improve quality	Likely to form part of the requirements for optimising use of ePlanning portal	COMPLETED
	Implement online lodgement in ePlanning, including integration to Pathway when available	Priority will depend on announcements from DPIE regarding mandatory dates. Current indication is that portal must be optional from July and mandatory by 31 December	COMPLETED
	Review notifications guidelines, notification and advertising mechanisms, closing date		COMPLETED
	Continue the process of engaging with referral partners to agree and formalise referral requirements; determine whether involvement in 'clearing house' or preliminary assessment meeting would be valuable, and how to facilitate		COMPLETED

Initiative	Action	Prioritisation comments	Status
Optimise Processes	Continue the review and consolidation of 'standard conditions'	Will facilitate easier report production, consistency and improved customer experience. DPE requiring standardisation of conditions by July 23 Has been in progress.	ONGOING
	Develop a determination report template	Will facilitate easier and more consistent reports	COMPLETED
	Implement peer review to improve consistency and quality of reports	Improved report quality. Easy to implement and will free up time for Managers.	ONGOING
	Commence publishing the determination reports on DA Tracking		COMPLETED
	Realign the pre-DA service to be more in line with customer expectations		COMPLETED
	Establish formal and informal feedback mechanisms to Strategic Planning to revise planning controls	Benefits would be realised over the longer term	ONGOING

Initiative	Action	Prioritisation comments	Status
Resource & Workload Balance	Clarify tasks and duties of each manager; arranging a more equitable allocation of workloads		ONGOING
	Consider extending delegations (formally or informally), giving Team leaders additional responsibility to guide and develop more junior staff; undertake peer reviews.	This decision is foundational to other recommendations	
	Align allocations by area, enabling staff to primarily work with a single area manager	Key element of the restructure	ONGOING
	Consider the merits of allocating a backup duty planner/lunchtime cover on a roster basis	May provide an enhanced customer experience, and take pressure off the Duty Planner and Customer Service	ONGOING
	Determine whether it will be possible to move Planning Panel Administration to Governance, or necessary to create a position to focus on this function	This decision is foundational to other recommendations	ONGOING
	Consider whether to extend the responsibility of the Admin team to take on more 'personal assistant' and 'business support' tasks	This decision is foundational to other recommendations	ONGOING

Initiative	Action	Prioritisation comments	Status
Resource & Workload Balance	Implement the implications of the decisions above – including the proposed restructure and appropriate size and composition of the Admin team		
	Seek opportunities to provide positive feedback and recognition		ONGOING
	Work with HR to identify ways to compensate for lack of leaseback vehicles		ONGOING
Team Culture	Adopt recommendations surrounding leadership culture		ONGOING
	Address Admin team culture, via team building once team composition, roles and responsibilities are established	While this is important, it will be difficult in the current climate, therefore may be delayed	ONGOING
	Implement recommendations around the customer excellence culture via: <ul style="list-style-type: none"> Customer service training Journey mapping Customer satisfaction measurement 		

	<ul style="list-style-type: none"> Embedding in PDs and performance plans 		
	Implement measures to facilitate staff working undisturbed		ONGOING
	Adopt recommendations surrounding leadership culture		

Initiative	Action	Prioritisation comments	Status
Technology & Systems	Continue digital transformation, ensuring appropriate technologies and tools are available to support	Linked to the ePlanning initiative. Has a high value but will require significant effort.	IN PROGRESS
	Configure systems to facilitate desired processes	Linked to the Process Improvement recommendation. While some components of this program of work are straightforward, others will be difficult and time consuming.	IN PROGRESS
Performance Indicators	Implement KPIs that better align with team objectives; enhancing data capture to facilitate these measures	Many foundational initiatives will need to be completed before putting this in place	SCHEDULED

REPORT
PD/5.3/23.09**WAVERLEY**
COUNCIL

Subject: Bike Plan Review - Communications and Engagement Plan

TRIM No: A11/0612

Manager: George Bramis, Executive Manager, Urban Planning, Policy and Strategy

Director: Fletcher Rayner, Director, Planning, Sustainability and Compliance

RECOMMENDATION:

That Council:

1. Approves the Communications and Engagement Plan for the Waverley Bike Plan review attached to the report.
2. Notes that Transport for NSW grant funding has been received to facilitate the development of a revised Bike Plan.

1. Executive Summary

The purpose of this report is to seek approval of the attached Communications and Engagement Plan that is part of the development of a revised Waverley Bike Plan and Strategy.

This Communications and Engagement Plan incorporates multiple stages and types of community engagement and seeks to engage with a broad cross section of our community at critical milestones. To meet the aim of broad community consultation and engagement there is: a community workshop, a local rider mapping exercise, a community phone survey, and a broad community consultation on the draft plan and strategy via Have Your Say.

2. Introduction/Background

The current Bike Plan was adopted in 2013 and has substantially been implemented, its revision aligns with the objectives of Council's People, Movement and Places Strategy (Signature Project 2 – Cycling Strategy) and other Council policies including the Community Strategic Plan, Environmental Action Plan, Declaration of Climate and Biodiversity Emergency and Our Liveable Places Centres Strategy.

Transport for NSW (TfNSW) has recently developed the next stage of its separated cycleway planning, the Strategic Cycleway Corridors that follows on from the Principal Bicycle Network. The Bike Plan renewal has been awarded a significant TfNSW grant for its development and the brief for the Plan has been developed with the input of staff from across Council.



Figure 1. Bike Plan policy context.

3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Strategic Planning and Development Committee 3 May 2022	PD/5.4/22.05	<p>That Council:</p> <ol style="list-style-type: none"> Notes the community responses received from the Bicycle Ridership Engagement Survey and particularly the strong community concern about the safety of riding a bicycle in Waverley and the absence of safe bicycle lanes. Conducts community workshops to discuss and investigate potential separated bicycle routes that will inform the development of a revised Waverley Bike Plan.
Council 21 July 2020	CM/7.9/20.07	<p>That Council:</p> <ol style="list-style-type: none"> Notes the high-level feasibility report and technical report attached to this report, prepared in response to the Transport for NSW (TfNSW) principal bike network draft map (referred to in the Future Transport 2056 Strategy) to inform an updated Waverley Bike Plan and current streetscape projects. Consults key stakeholders on a potential Bronte Road/Carrington Road separated cycleway for inclusion in an updated Waverley Bike Plan and revised TfNSW Principal Bicycle Network. Progresses with the current streetscape upgrade of Bronte Road from Spring Street to Ebley Street, Bondi Junction, without incorporating a potential Bronte Road/Carrington Road separated cycleway. Progresses with the current streetscape upgrade design process of Bronte Road, Carrington Road to Albion Street, Charing Cross (including works at the Carrington Road and Bronte Road intersection) without incorporating a potential Bronte Road/Carrington Road separated cycleway. Notes the report regarding evaluation of alternative cycle routes between Bondi Junction and Randwick, and that no further work will be undertaken on:

		<p>(a) Route 4 – Brisbane Street/Bourke Street.</p> <p>(b) Route 5 – Bronte Road/Albion Street.</p>
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4. Discussion

The revision of Bike Plan will integrate the TfNSW Eastern Harbour City Strategic Cycleway Corridors, which is intended to provide a safe separated network of cycleways that cross local government boundaries and link strategic centres and key destinations.

The figure below from a TfNSW survey illustrates a typical whole of community response to willingness to ride a bicycle, and is from a TfNSW survey across Sydney where 3% will ride regardless (this represents the majority of riders currently observed in Waverley), 19% will ride for recreation or sport (in addition to the growing number using the Bondi Junction Cycleway), 48% are interested and would like to ride more often but are unwilling to ride on road environments where they feel unsafe. Targeting these potential riders who are 70% of our community means focusing on the aspects our community members value the most such as safety, separation from cars, direct routes and having access to information such as wayfinding.

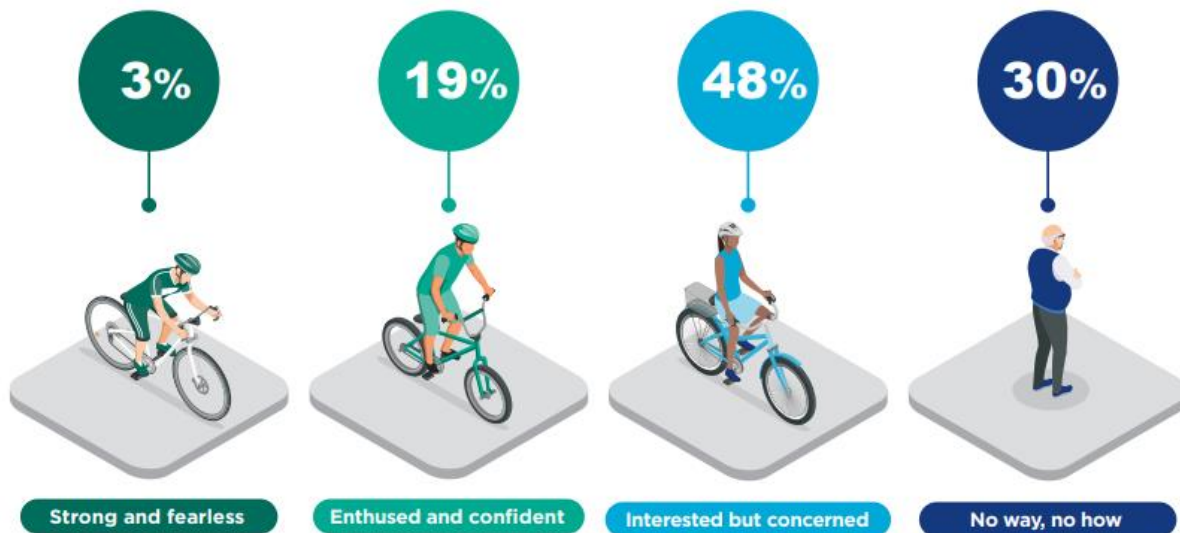


Figure 2. Types of bicycle riders (Source: TfNSW Cycleway Design Toolbox).

The revision of the Bike Plan seeks to achieve the following objectives:

- Connect key destinations:
 - Through a safe, direct and convenient regional cycleways that link key destinations.
 - Provide an additional 10kms of regional cycleway by 2030.
 - Support increased bicycle mode share.
- Improve access to local destinations:
 - Enable safe connections to the regional cycleway network.
 - Enable safe and convenient access to local destinations.
 - Provide safety, connectivity and legibility improvements.
- Support residents and schools to ride:
 - More often through provision of safe and supportive bicycle facilities including wayfinding and bicycle parking.
 - On infrastructure that is designed to be used by a typical 12-year-old rider.

- Programs and communication:
 - Provide training and support to residents to improve skills and confidence.
 - Communicate to residents and community regularly.
 - Promote benefits of bicycle use for local trips.
- Support business and visitation:
 - By providing convenient and safe access to local shops and recreation.
 - To use bicycles for work, transport, shopping and recreation.

As part of achieving these objectives, the Communications and Engagement Plan for the revision of the Bike Plan includes the following phases:

- Phase 1 (September 2023): sign up for workshops – To engage a wide cross section of the community through a range of methods.
- Phase 2 (October 2023): community workshop – Conduct a community workshop to investigate key destinations and links between destinations within Waverley.
- Phase 3 (October 2023): rider mapping GPS investigation – Volunteer community members to attach a light with GPS and gyroscope to their bike for minimum of two months to inform links and local treatments.
- Phase 4 (November 2023): phone survey to residents – Questions to Waverley residents about support for riding infrastructure in Waverley (fewer than 10 questions).
- Phase 5 (February 2024): public exhibition of draft strategy – Have your Say for the draft strategy, including Have Your Say Days, stakeholder meetings and social media listings.
- Phase 6 (May 2024): Close loop.

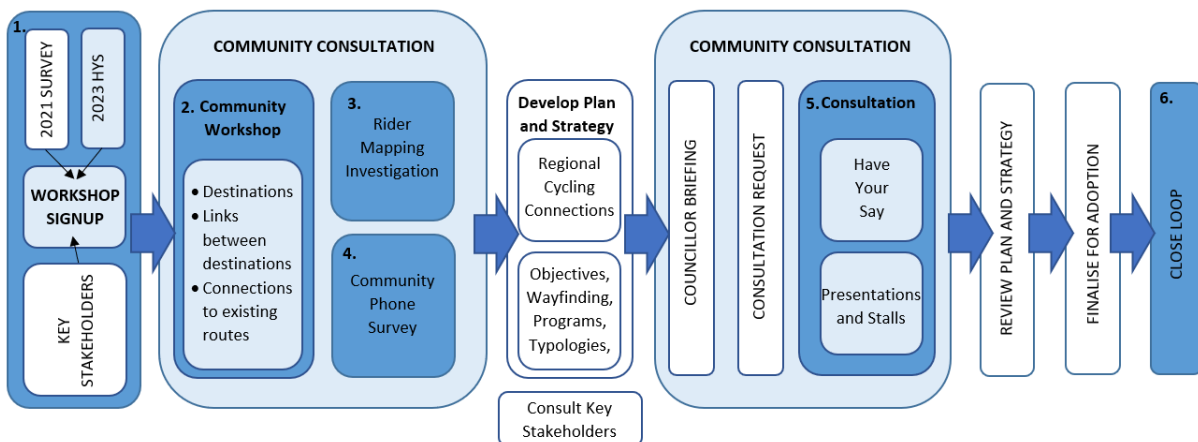


Figure 3. Bike Plan renewal communications and engagement process.

These phases of the development of the renewed Bike Plan utilise the IAP2 Spectrum of Public Participation and begin with a 'Collaborate' approach for the Phase 2 (workshop), an 'Involve' approach for the rider mapping investigation, a 'Consult' approach for the Phase 4 phone survey and Phase 5 draft documents and an 'Inform' approach for Phase 6 (close loop) when the revised strategy is anticipated to be adopted.

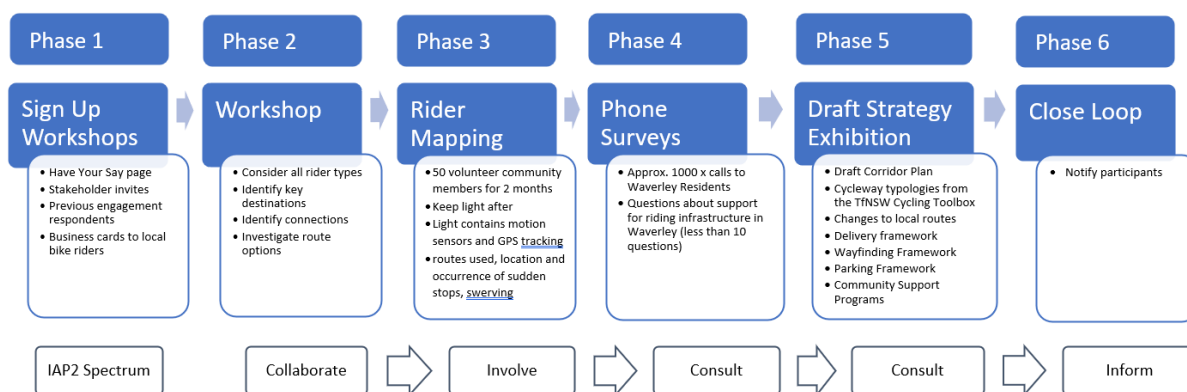


Figure 4. Consultation and Engagement phases with IAP2 participation level.

The workshop would be facilitated by an external provider and would investigate:

- Destinations – The key destinations that future cycleways should connect to.
- Corridors – If links are required between key destinations.

Breakout groups for each link to:

- Consider route options for safe cycling infrastructure (which road and treatment options).
 - This would not be part of the plan and strategy but would inform later projects.
- Connections to our existing local bike routes (if there are suitable links to existing).
 - This would not be part of the plan and strategy but would inform later projects.

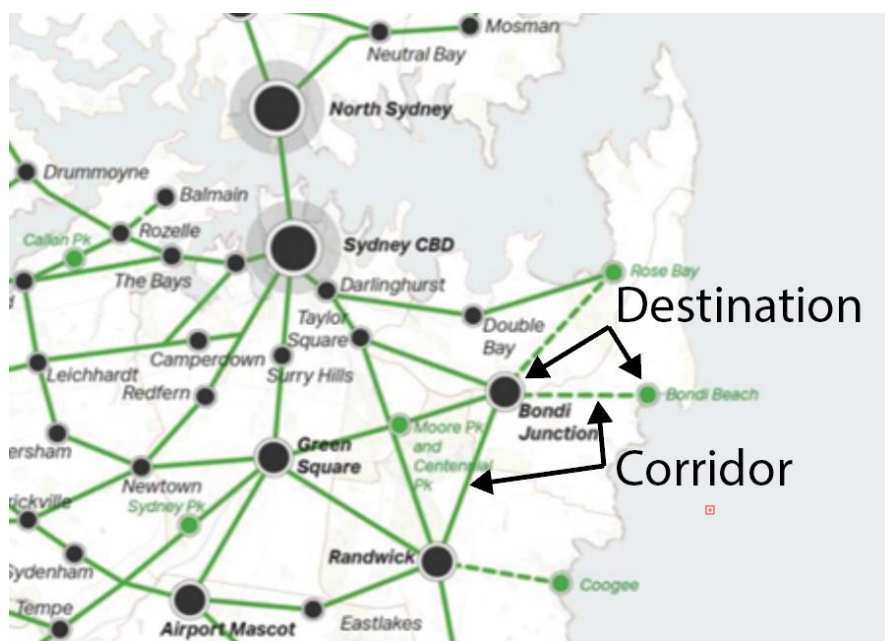


Figure 5. Destinations and corridors from TfNSW Strategic Cycleway Corridors.

5. Financial impact statement/Time frame/Consultation

The renewal of the Waverley Bike Plan is fully funded by the provision of a grant from TfNSW, which would be used to engage an external consultant, conduct workshops and fund other components of the plan's development.

6. Conclusion

The proposed consultation process for this Bike Plan renewal would help to identify key destinations and corridors for regional cycleways, this work would be developed by an external consultant and would include a supporting strategy. The identification of specific routes and the delivery of any cycleway would be a separate process undertaken over time. The consultation process seeks broad community engagement and report its findings to all participants.

7. Attachments

1. Waverley Bike Plan - Communications and Engagment Plan - 24 August 2023.



Waverley Bike Plan Renewal - Communications and Engagement Plan

Updated 24/08/23

Director	Planning, Sustainability and Compliance
Project Manager/s/team	Manager Strategic Transport
TRIM Ref	D23/095164
Council Resolution / Councillor approval	SPDC 5 th September 2023
Engagement Timeframe	Phase 1: Sign up for Workshop Commence 6 th September 2023 Phase 2: Community Workshop Thurs 19 th October 2023 Phase 3: Rider Mapping GPS Investigation 20 th September to 22 nd November 2023 Phase 3: Phone surveys Mid October 2023 Phase 4: Public exhibition of Draft Plan and Strategy 5 th February to 4 th March 2024 Phase 6: Close loop April Council 2024 (with final report)

Objectives	<ul style="list-style-type: none"> To encourage participation in the consultation process To get feedback from a diverse range of stakeholders to shape the Bike Plan and Strategy To keep the community updated as the project progresses
Overview	<p>Phase 1: Sign up for workshop Commence 6th September 2023</p> <p>Encourage workshop sign ups by:</p> <ul style="list-style-type: none"> Dedicated Have Your Say page with workshop sign up form Handing out business cards (with QR code) to local bike riders and residents Emails to stakeholders Emails to all previous survey respondents <p>Phase 2: Workshop 19th October 2023</p> <p>1 x workshop with sympathetic community members (but not limited to Bike East members) to:</p> <ul style="list-style-type: none"> Consider all types of riders including women, school children, people with a disability, and inexperienced riders Identify the key <u>destinations</u> within Waverley and beyond the Waverley LGA Identify the preferred <u>connections</u> between these destinations Present a range of predetermined potential <u>route</u> options for <u>connections</u> using the TfNSW Cycleway Design Toolbox

	<ul style="list-style-type: none"> • Groups to investigate <u>route</u> options for a specific <u>corridor</u> during workshop • Groups to consider the pros and cons of the various <u>route</u> options • Consider changes to local bike routes and new connections to separated routes <p>Phase 3: Rider Mapping GPS Investigation 20th September to 22nd November 2023</p> <ul style="list-style-type: none"> • 100 volunteer community members to use supplied bike light for 2 months • Each volunteer supplied with a special Bike light containing motion sensors and GPS tracking • Will identify routes used, location and occurrence of sudden stops, swerving <p>Phase 4: Phone Surveys about riding in Waverley Mid October 2023</p> <ul style="list-style-type: none"> • Approx. 1000 x calls to Waverley Residents • Questions about support for riding infrastructure in Waverley (less than 10 questions) <p>Phase 5: Public exhibition of draft plan and strategy 5th February to 4th March 2024 Following endorsement from Council, we will seek feedback on the draft plan.</p> <p>Information to include:</p> <ul style="list-style-type: none"> • Draft corridor plan (one page map with destinations and corridors only) • Draft Strategy describing: Wayfinding, possible Community Programs, Maintenance • Corridor Prioritisation: design and construction delivery order • Proposed adapted cycleway types from the TfNSW Cycleway Design Toolbox • High level assessment of benefits: health, community, access to local businesses <p>The purpose of this phase of consultation is to seek feedback on the draft, including:</p> <ul style="list-style-type: none"> • The draft corridor plan <ul style="list-style-type: none"> ○ If the identified local and regional <u>destinations</u> are supported ○ If the <u>corridors</u> between the destinations are supported ○ If there are other destinations or corridors that should be considered • The new and revised local routes <ul style="list-style-type: none"> ○ If the connections to the regional routes are supported ○ If there are additional local routes that should be included ○ What infrastructure types should be considered for the local routes • Prioritisation <ul style="list-style-type: none"> ○ The order in which the identified regional corridors should be investigated for route assessment, concept design, community consultation, grant applications and construction
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	<ul style="list-style-type: none"> Comments on the proposed cycleway typologies adapted to Waverley streets from the TfNSW Cycleway Design Toolbox <p>Phase 6: Close loop Council Meeting - May 2024 Update the community on the outcome and promote the adopted Bike Plan and Strategy. Note: Close loop will be required at various stages throughout the consultation process.</p>	
Timeline	When	What
	5 th September SPDC Meeting	Council endorsement of this Communications and Engagement Plan
	6 th September	Phase 1 – Begin Sign up for workshops
	Thurs 19 th October (TBC)	Phase 2 – Workshop
	20 th September to 22 nd November 2023	Phase 3 – Rider Mapping GPS Investigation
	Mid-October 2023	Phase 4 – Phone Surveys
	September 2023 to February 2024	Consultant preparation of draft plan and strategy
	February 2024 SPDC	Council SPDC endorsement of Draft Plan and strategy for exhibition
	6 th February to 5 th March 2024	Phase 5 – Public Exhibition of Draft Plan and Strategy
	March 2024	Review feedback and update Draft Plan and Strategy
	April 2024 SDPC	Council endorsement of Bike Plan and Strategy
	May 2024	Phase 6 - Close loop
Stakeholders (internal)	Consult	Inform
	<ul style="list-style-type: none"> Urban Design Sustainability Traffic & Transport Assets Infrastructure Access 	<ul style="list-style-type: none"> Precincts Media Customer Service ELT Major Projects
Stakeholders (external)	Consult	Inform
	<ul style="list-style-type: none"> Councillors Precincts People who ride bicycles in Waverley Residents on the identified routes General public Schools WCAC Bicycle NSW BIKEast 	<ul style="list-style-type: none"> Bike share operators – Lime, Beam, Hello, Bird (forward to members) Car share operators (forward to members)

	<ul style="list-style-type: none"> • Better Streets • Uber EATS • Milk Run (Woolworths and previous management) • Bike share operators (data sets of where rides happen) • Other bike groups / clubs • Other sporting clubs, especially Council Park grounds users • Local environment groups • Woollahra and Randwick Councils • Transport for NSW • Centennial Parklands • Previous 2021 survey participants 	
Key Information	<p>The current Waverley Bike Plan was prepared in 2012 and adopted in 2013. This pre-dates the Waverley's People Movement and Places Strategy and the TfNSW Principal Bicycle Network and new modes including e-bikes, shared bicycles and e-scooters, delivery and cargo bicycles.</p> <p>In October 2021 the Waverley community expressed a clear preference for separated bike paths wherever possible and that concerns about safety from motor vehicles is a key barrier to riding more often.</p> <p>Increasing bicycle and micro-mobility mode share is a key component of achieving de-carbonisation targets, reducing traffic congestion and parking pressure and improving the overall liveability of places in Waverley in addition to improving the health and wellbeing of our community by giving more people access to more transport choices particularly for local and short distance trips.</p>	
Key Messages	<ul style="list-style-type: none"> • We're reviewing the Waverley Bike Plan and Strategy • The goal is to make Waverley a place where people can move around easily and safely, to encourage active transport and help achieve our de-carbonisation targets. We want to give our residents and visitors options to move around conveniently without relying on a car. • Our streetscapes should be welcoming and inclusive • No impact on parking – potential reallocation of some spaces to adjacent streets • Construction of any bike routes will happen over time and where significant will require additional consultation and approval • This round of consultation for Waverley's Bike Plan will be open until X date. • Find out more and provide feedback at haveyoursay.waverley.nsw.gov.au/bike 	
Issues and Solutions	Issues	Solutions
	Community is interested in bike paths only when it directly affects them	<ul style="list-style-type: none"> • QR codes on posters around LGA • Send specific newsletter via HYS try to get broad feedback • Newsletter copy send to: <ul style="list-style-type: none"> ○ Schools ○ Sporting groups, environment groups etc

		<ul style="list-style-type: none"> ○ Schools in the area
	Lots of different opinions on best routes	<ul style="list-style-type: none"> • Use lessons learnt from other projects <ul style="list-style-type: none"> ○ Curlewis ○ Hall Street ○ Bondi Junction Cycleway
	There can be hostility towards cyclists and planning for cycling infrastructure	<ul style="list-style-type: none"> • Make it clear that when people engage with the planning of bike movements it helps all vehicle users too • Engage a range of demographics for the workshops • Get Councillors involved with the project • Messaging about creating a safe space for everyone
	Long process	<ul style="list-style-type: none"> • Be clear about the timeline and explain why a long lead time is needed • Ensure working group participants are aware of the time commitment before members are confirmed • Regular updates through HYS and Council e-news
Consultation Tactics	Phase 1 – Sign up for workshop	<ul style="list-style-type: none"> • Business cards and flyers handed to local riders with QR code • Posters on cycleway • HYS page with workshop sign up form • Direct email to stakeholders
	Phase 2 – Community Workshop	<ul style="list-style-type: none"> • Workshops with external facilitator
	Phase 3 – Rider Mapping GPS Investigation	<ul style="list-style-type: none"> • Direct email to previous bike communications participants
	Phase 4 – Phone surveys	<ul style="list-style-type: none"> • External consultant to conduct phone surveys to Waverley residents
	Phase 5 – Public exhibition of Draft Plan and Strategy	<ul style="list-style-type: none"> • Councillor Briefing • Online feedback form • Have Your Say Days • Online Presentation • Precinct presentation (if required)
	Phase 6 – Close loop	<ul style="list-style-type: none"> • Direct email to participants
Communications Channels and Material	Phase 1 – Sign up for Workshop	<ul style="list-style-type: none"> • Direct email to stakeholders • Hand out business cards on cycleway • HYS page

		<ul style="list-style-type: none"> • Enews • Social media • Media release • Mayor's column • Website banner
	Phase 2 – Community Workshop	<ul style="list-style-type: none"> • Direct email to workshop participants • HYS page updates
	Phase 3 – Rider Mapping GPS Investigation	<ul style="list-style-type: none"> • Direct email
	Phase 4 – Phone surveys	<ul style="list-style-type: none"> • Phone calls to Waverley Residents • Intercept surveys if required
	Phase 5 – Public exhibition of Draft Plan and Strategy	<ul style="list-style-type: none"> • Direct email to stakeholders • HYS page updates • Enews • Social media • Posters on cycleway • Media release • Mayor's column
	Phase 6 – Close loop	<ul style="list-style-type: none"> • Direct email to stakeholders • HYS page updates • Enews • Social media
Evaluation Methods	<ul style="list-style-type: none"> • Workshop participation • Working group participation • Number of survey submissions • Engagement reach 	

ACTION PLAN – Phase 1: Sign up for Workshops

Preparation			
Actions	Responsibility	Deadline	Status/Comment
Agree on comms and engagement plan	All		
Develop and approve key messages	ST and C&E		
Select images to use for promotion	ST and C&E		

HYS set up to ask for registrations for Workshops	C&E		
Gather contacts for identified stakeholders	ST		
Develop marketing materials <ul style="list-style-type: none"> • Business card • Poster • Website banner • Social posts 	C&E		
Media release developed and approved	Media officer, C&E and ST		
Schedule comms to go out <ul style="list-style-type: none"> • Enews (Waverley Weekly and HYS) • Social posts (Instagram and Facebook) • Mayor's column • Website banner 	C&E		
Email to identified stakeholders	ST and C&E		
Hand out business cards	ST		
Set poster locations and organise install	ST		
Engage facilitator for Workshops	ST		

REPORT

PD/5.4/23.09



WAVERLEY
COUNCIL

Subject: Walking Strategy - Communications and Engagement Plan

TRIM No: SF23/2123

Manager: George Bramis, Executive Manager, Urban Planning, Policy and Strategy

Director: Fletcher Rayner, Director, Planning, Sustainability and Compliance

RECOMMENDATION:

That Council:

1. Approves the Communications and Engagement Plan for the Waverley Walking Strategy attached to the report.
2. Notes that Transport for NSW grant funding has been received to facilitate the development of the Walking Strategy, which will be delivered by an external consultant.

1. Executive Summary

The purpose of this report is to seek endorsement of the attached Communications and Engagement Plan that supports the development of a Waverley Walking Strategy.

This Communications and Engagement Plan seeks to engage with a broad cross section of our community at critical milestones. To meet the aim of broad community consultation and engagement there is a community survey and a broad community consultation on the draft strategy via Have Your Say.

2. Introduction/Background

As Waverley's first Walking Strategy, it is intended to increase walking by improving access to local destinations, including schools, public transport, local shops, parks and beaches. This aligns with the objectives of Council's People, Movement and Places Strategy (Signature Project 5 – Walking Strategy) in addition to Transport for NSW (TfNSW) strategies, including the Active Transport Strategy, Walking Strategic Business Case and Movement and Place – Walking Space Guide. TfNSW has provided grant funding to undertake this strategy development.

3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 12 December 2017	CM/7.11/17.12	<p>That Council:</p> <ol style="list-style-type: none"> 1. Adopts 'Waverley's People, Movement and Places: a study of where we go and how we get there – Final Summary 2017' attached to this report. 2. Notes the documents have been amended to reflect Council's resolution on 21 November 2017 that the light rail is not supported as a public transport option for the

		<p>Bondi Road Corridor.</p> <p>3. Notes that the next stages are to develop business cases and feasibilities for the signature projects and implementation actions.</p> <p>4. Places on Council's website the following final documents: (1) Final Summary, (2) Strategy Report by Bitzios, (3) Key Issues Paper by Bitzios, and (4) Feedback on Draft Report.</p> <p>5. Notes that the Waverley Strategic Transport Working Group has been established between Council staff and relevant state government agencies (TfNSW, RMS and GSC) to progress projects which require partnership with state government.</p>
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4. Discussion

There are three phases of community consultation in the development of the Walking Strategy, using the IAP2 Spectrum of Public Participation: a 'Consult' approach for Phase 1 (community survey via Have Your Say), a 'Consult' approach for Phase 2 (draft strategy) and an 'Inform' approach for Phase 6 (close the loop), when the strategy is anticipated to be adopted.

- Phase 1: Have Your Say Survey about walking in Waverley.
 - A broad community survey enquiring where our community walks now, wants to walk and what would help them to walk more often. This will address destinations, reasons for and benefits from walking, disincentives and barriers. There would be a focus on access to local centres, public transport and schools with link to Walking to School Project.
- Phase 2: Community consultation on the draft Walking Strategy.
 - Feedback from the community would be sought on the draft strategy.
 - Information to include:
 - Draft plan showing key destinations (including local shops, schools, buses, beaches and parks), key walking routes, heatmap of walking activity.
 - Draft Strategy describing key route typical improvements, wayfinding plan, seating plan, walking comfort plan (shade, water, noise, personal safety).
 - Healthy streets audit results – Showing improvement from before and after
- Phase 3: Close the loop.

5. Financial impact statement/Time frame/Consultation

The renewal of the Walking Strategy is fully funded by the provision of a grant from TfNSW, which would be used to engage an external consultant, purchase data and fund other components of the strategies development.

6. Conclusion

The proposed consultation process for the Waverley Walking Strategy would help to identify key destinations and key routes to local destinations including local shops, public transport and schools. This work is fully funded by a TfNSW grant and would be developed by an external consultant. The consultation process would seek broad community engagement and report its findings to all participants.

7. Attachments

1. Waverley Walking Plan - Communications and Engagment Plan - 22 August 2023.



WAVERLEY COUNCIL

Waverley Walking Strategy - Communications and Engagement Plan

Updated 24/08/23

Director	Planning, Sustainability and Compliance
Project Manager/s/team	Manager Strategic Transport
TRIM Ref	D23/095354
Council Resolution / Councillor approval	SPDC 5 th September 2023
Engagement Timeframe	Phase 1: Community Survey October 2023 Phase 2: Community Consultation – Walking Strategy March -April 2024 Phase 3: Close loop July 2024

Objectives	<ul style="list-style-type: none"> To encourage participation in the consultation process To gather feedback from a diverse range of stakeholders to shape the Walking Strategy To keep the community updated as the project progresses
Overview	<p>Phase 1: Have Your Say Survey about walking in Waverley Mid October 2023</p> <ul style="list-style-type: none"> Broad community survey to understand where our community walks now, wants to walk and what would help them to walk more often Addressing: destinations, reasons for and benefits of walking, disincentives and barriers Access to public transport and school (with link to Safe Routes to School Project) <p>Phase 2: Community Consultation Walking Strategy March to April 2024 Following endorsement from Council, publicly exhibit the Draft Strategy and seek feedback.</p> <p>Information to include:</p> <ul style="list-style-type: none"> Draft Plan showing: key destinations (including: local shops, schools, buses, beaches and parks), key walking routes, heatmap of walking activity Draft Strategy describing: key route typical improvements, wayfinding plan, seating plan, walking comfort plan (shade, water, noise, personal safety), footpath pruning guidelines Healthy Streets Audit Results: – showing improvement from before and after streetscape upgrades, is this seen as a suitable audit and reporting mechanism

	<p>The purpose of this phase of consultation is to seek feedback on the draft, including:</p> <ul style="list-style-type: none"> • The draft plan <ul style="list-style-type: none"> ○ If the identified key walking destinations and key walking routes are supported ○ If there are other walking destinations or routes that should be considered • The draft strategy <ul style="list-style-type: none"> ○ If the key route typical improvements are supported ○ If the wayfinding plan is supported ○ If the seating plan is supported ○ If the walking comfort plan is supported • Healthy Street Audits <ul style="list-style-type: none"> ○ Does our community understand and see benefit in HS audits <p>Phase 3: Close loop Council Meeting - July 2024 Update the community on the outcome and promote the adopted Walking Strategy. Note: Closing the loop will be required at various stages throughout the consultation process.</p>	
Timeline	When	What
	To September	Background
	5 th September SPDC Meeting	Council Endorsement of this Communications and Engagement Plan
	October 2023	Phase 1 – Community Survey
	October to March	Develop draft plan, conduct route audits, prepare Draft Strategy
	March 2024 SDPC	Council SPDC endorsement of Draft Walking Strategy for exhibition
	March - April 2024	Phase 2 – Community Consultation - Draft Walking Strategy
	May 2024	Review feedback and update Draft Plan and Strategy
	June 2024 SDPC	Council endorsement of Walking Strategy
	July 2024	Phase 3 - Close loop
Stakeholders (internal)	Consult	Inform
	<ul style="list-style-type: none"> • Urban Design • Sustainability • Traffic & Transport • Assets • Infrastructure • Access 	<ul style="list-style-type: none"> • Precincts • Media • Customer Service • ELT • Major Projects

Stakeholders (external)	Consult	Inform
	<ul style="list-style-type: none"> • Councillors • Precincts • Walk Sydney • General public • Schools • Sporting clubs • Transport for NSW 	
Key Information	<p>A third of all trips in Waverley are on foot, consequently Waverley has a much higher mode share of walking and public transport than in Greater Sydney. Waverley's streetscapes are fine grained with a variety of local villages and neighbourhoods, making it appealing and convenient to walk.</p> <p>Whilst Waverley has a good walking legacy, more can be done to help our community walk more often and feel safer doing so. A safe and convenient walking network is critical to encouraging more walking for a range of purposes including getting to local destinations such as local shops, the neighbourhood park, to school, to the bus or train, and any other destination that can be reached in a reasonable time.</p> <p>The average walking speed is around 4.5km/h, this means that a 1km walk is about 15mins. An established walking catchment to public transport is approximately 800m to a train station (around 12mins) and 400m to a bus stop (around 6 mins), these times can extend if there is waiting for traffic lights or an opportunity to safely cross a busy road.</p> <p>Crossing major roads or long waiting times at traffic signals is a significant discouragement to many people from walking more often and this is more likely for people with mobility restrictions, the elderly or for children. The standard 6 second signalised crossing time is often too short for these groups to safely cross safely.</p> <p>More walking trips to local destinations relieves parking and congestion that is typically constrained in these places, this has benefits to the number of people who can visit and to businesses in our local centres. The safe routes to school project seeks to relieve congestion from school travel that accounts for around ¼ of peak hour traffic in Waverley whilst providing additional benefits such as physical exercise before class that has significant positive benefits on learning, concentration and behaviour.</p>	
Key Messages	<ul style="list-style-type: none"> • We're preparing the first Waverley Walking Strategy • The goal is to make Waverley a place where people can walk to local destinations easily and safely • To encourage more walking by making it safer and more convenient, this helps make our streetscapes welcoming and inclusive • Helps to achieve multiple aims including; reducing traffic congestion and parking stress, and our de-carbonisation targets. • We want to give our residents and visitors options to move around conveniently without relying on a car. • This round of consultation for Waverley's Walking Strategy will be open until X date • Find out more and provide feedback at haveyoursay.waverley.nsw.gov.au/walk 	

Issues and Solutions	Issues	Solutions
	People only interested if it affects them directly, strategic documents like this is typically too high level	<ul style="list-style-type: none"> • QR codes on posters around LGA • Send specific newsletter via HYS try to get broad feedback • Newsletter copy send to: <ul style="list-style-type: none"> ○ Schools ○ Sporting groups, environment groups etc ○ Schools in the area
	Community is interested in walking but its more convenient to just drive, this is a combination of entrenched behaviour, social normalisation and perceived barriers to walking	<ul style="list-style-type: none"> • Identify health benefits of walking more often • Promotional imagery of confident + happy people walking • Get engagement on the perceived barriers; time, safety, fitness and sweating, carrying things
	Walking is not necessarily route based but more network based	<ul style="list-style-type: none"> • Identify key destinations and for catchment networks around these to be addressed • Due to the street pattern there are only a limited number of routes and these can often be identified
	Many issues for walking are under state jurisdiction such as road design or traffic signals	<ul style="list-style-type: none"> • Be clear about Councils ability to make changes under the NSW Roads Act • Identify that changing signal timing is unlikely to be possible
	Chicken and Egg problem – traffic volumes make walking feel unsafe or unappealing so the perceived alternative is to drive	<ul style="list-style-type: none"> • Highlight benefits of walking: exercise, no parking stress, emissions free
Consultation Tactics	Phase 1 – Community Survey	<ul style="list-style-type: none"> • Posters on known walking routes • HYS page with workshop sign up form
	Phase 2 – Public exhibition of draft plan and strategy	<ul style="list-style-type: none"> • Posters on known walking routes • Newsletter items to clubs and schools • Precinct presentation (if required)
	Phase 3 – Close the loop	<ul style="list-style-type: none"> • Direct email to participants
Communications Channels and Material	Phase 1 – Community Survey	<ul style="list-style-type: none"> • Direct email to stakeholders • Posters on known walking routes • HYS page • Enews • Social media • Media release

		<ul style="list-style-type: none"> Mayor's column Website banner
	Phase 2 – Public exhibition of draft plan and strategy	<ul style="list-style-type: none"> Direct email to survey respondents HYS page updates
	Phase 3 – Close the loop	<ul style="list-style-type: none"> Direct email
Evaluation Methods	<ul style="list-style-type: none"> Number of survey submissions Engagement reach 	

ACTION PLAN – Phase 1: Sign up for Workshops

Preparation			
Actions	Responsibility	Deadline	Status/Comment
Agree on comms and engagement plan	All		
Develop and approve key messages	ST and C&E		
Select images to use for promotion	ST and C&E		
HYS set up to ask for registrations for Workshops	C&E		
Gather contacts for identified stakeholders	ST		
Develop marketing materials <ul style="list-style-type: none"> Business card Poster Website banner Social posts 	C&E		
Media release developed and approved	Media officer, C&E and ST		
Schedule comms to go out <ul style="list-style-type: none"> Enews (Waverley Weekly and HYS) Social posts (Instagram and Facebook) Mayor's column Website banner 	C&E		
Email to identified stakeholders	ST and C&E		
Hand out business cards	ST		
Set poster locations and organise install	ST		
Engage facilitator for Workshops	ST		

REPORT
PD/5.5/23.09

Subject: Bondi Bounce Parklets

TRIM No: A23/0561

Manager: George Bramis, Executive Manager, Urban Planning, Policy and Strategy

Director: Fletcher Rayner, Director, Planning, Sustainability and Compliance

RECOMMENDATION:

That Council:

1. Notes the positive feedback on the Streets as Shares Spaces parklet trial along the route of Bondi Junction to Bondi Beach ('Bondi Bounce').
2. Retains the parklets in Wairoa Avenue and Watson Street for a further six months.
3. Moves the parklets in Waverley Street, Boonara Avenue and Ocean Street to new trial locations based on expressions of interest and appropriate assessment and approval by the Waverley Traffic Committee.
4. Officers prepare a further report to Council on:
 - (a) Arrangements to support the leasing of parklets to business owners.
 - (b) Required amendments to the Waverley Development Control Plan to broaden the opportunity for businesses to seek footpath seating.
 - (c) Opportunities to implement a verge program for kerb extensions or verge upgrades based on successful parklet trials.

1. Executive Summary

A parklet is a footpath extension that provides more additional public space and amenity such as seating and planting. They are intended to act as a gathering place for the community and serve as a space to relax and interact, helping to accommodate any unmet demand for public space on thriving neighbourhood retail streets and commercial areas.

Council's Parklet Program has been running since 2018, following the Complete Streets Project, when two parklets were installed on Spring Street as a way to trial footpath and public space upgrades such as seating and planting in Bondi Junction.

After this initial success in Bondi Junction, two more parklets were installed within the local government area (LGA). The original intention was for these parklets to be owned and managed by the public who are interested in local gardening and placemaking projects. However, over the life of the program, parklet maintenance and operations have been observed to function better in a close collaboration between Council and local businesses.

Five new parklets were purchased and installed in February 2023 as part of the Streets as Shared Spaces (SASS) trial grant by the NSW Department of Planning and Environment (DPE). The project, known as 'Bondi Bounce', was considered successful, with mostly supportive feedback for parklets, including suggestions for verge upgrades.

This report recommends that two of the five parklets remain in place for a further six months, while the remaining three be relocated. The report also recommends that the opportunity for leasing of parklets be progressed, verge upgrades further explored and Waverley Development Control Plan (DCP) amendments presented to Council that support more businesses that may be eligible for footpath seating applications.

2. Introduction/Background

Council successfully procured and installed five new parklets, as part of a six-month trial project named 'Bondi Bounce' made possible by the SASS Grant. This project aimed to improve the connection and walkability between Bondi Junction and Bondi Beach, with five new parklets and other wayfinding elements along the journey improving the pedestrian experience and providing places to sit and socialise. The Bondi Bounce project aligns closely with Council's existing Urban Intervention Program.

All parklet locations were considered and approved by Council's traffic engineers. The assessments considered pedestrian and traffic safety, noting that a parklet is no larger or taller than a truck or van that could park on the same spot.

After the trial period, the five parklets will be managed through the ongoing Parklet Program, which is one of Council's existing Urban Intervention programs. The grant money was also used to construct the approved Brighton Boulevard footpath extension and to implement a wayfinding and cultural journey from Bondi Junction to Bondi Beach, guiding pedestrians on this journey as they 'bounce' between parklets.

The Bondi Bounce project was implemented in collaboration with the Assets and Arts and Culture teams as part of their current range of programs, such as Council's Sydney World Pride partnership and Complete Streets.

The five temporary parklets were installed on 22 February 2023 and placed in the following locations:

- 27 Waverley Street, on an underutilised grass verge on Council land.
- Corner of Ocean Street and Bondi Road – Close to The Char.
- Corner Watson Street and Bondi Road – Close to Fruitologist.
- Corner Boonara Avenue and Bondi Road – Close to Up South Bondi.
- 136 Wairoa Avenue, Bondi – In front of Harry's.

To improve wayfinding along this journey, coloured dots were placed on the footpaths linking the parklets. This added spontaneity, interest and a sense of fun into the streetscape. There was also an opportunity to partner with Sydney World Pride which ran concurrently. As a result, each parklet and section of the journey was allocated one colour of the rainbow, with the journey from Bondi Junction to Bondi Beach becoming one 3.6 km long rainbow.



Figure 1. Parklet locations.

3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 13 December 2022	CM/7.11/22.12	<p>That Council:</p> <ol style="list-style-type: none"> 1. Expands the Parklet Program, as set out in the report, including the purchase of five new parklets to be placed along the journey from Bondi Junction to Bondi Beach, to be reviewed in 2024. 2. Notes the successful variation of the Streets as Shared Spaces grant to support the purchase of five new parklets. 3. Notes the addendum to the Urban Intervention Framework attached to the report (Attachment 1) outlining the approval process for parklets under sections 138 and 125 of the <i>Roads Act 1993</i>.
Council 20 September 2022	CM/8.5/22.09	<p>That Council:</p> <ol style="list-style-type: none"> 1. Notes the success of the parklets program in Waverley, which has been used to trial streetscape changes, including the now permanent changes on Spring Street, Bondi Junction. 2. Notes the overwhelming community support for the Brighton Boulevard parklet, which has become an important and loved community asset. 3. Takes steps to ensure that the parklet in Brighton Boulevard remains in place, for the benefit of the community. 4. Officers prepare a report for the October 2022 Council meeting outlining the continued and future use of the

		parklets, including the criteria and timing for their placement in Waverley commercial areas.
Strategic Planning and Development Committee 9 October 2018	PD/5.3/18.10	<p>That Council:</p> <ol style="list-style-type: none"> 1. Adopts the Urban Intervention Framework attached to this report. 2. Endorses the urban intervention project 'Waverley Perspectives', as detailed in this report. 3. Requests that the next report on the subject provides recommendations for permanent capital works projects, including footpaths and parklets, stemming from the intervention program.

4. Discussion

Results of the consultation period

The formal consultation period ran from 22 February 2023 until 30 April 2023 via Council's Have Your Say page, with feedback monitored via four main methods: online surveys, an online information gathering tool, parklet drop-ins and social media. A detailed consultation report is attached to this report.

The majority of those who provided feedback supported the project, as they associate parklets with increased public benefits, such as more walkable streets, increased dining opportunities and additional spaces to relax and socialise. Below is a comment acknowledging this sentiment.

These are invaluable to the Community and have proven a huge success in Hall Street and now in the new areas. Please keep them for everyone to enjoy.

This sentiment prevailed when the community was asked if they would like to see more parklets on the streets of the LGA.

Table 1. Survey question.

Would you like to see more parklets in the Waverley area?	YES	NO
Waverley St	16	11
Ocean St	25	22
Watson St	35	18
Boonara Ave	23	10
Wairoa Ave	37	10
TOTAL	136	71

Objections to parklets were related to loss of parking and perceived traffic and safety implications.

The analysis of feedback also included interviews with business owners and observation by Council officers during this period. This combination provides a more nuanced and robust insight on which locations worked better, drawbacks and how to improve the program.

The analysis focuses on each of the individual parklets, while also providing overall comments.

Wairoa Avenue

The Wairoa Avenue parklet received significant use as well as overwhelmingly positive feedback from the community. The adjacent café, Harry's, is a popular business in Bondi Beach and has become a community focal point for the local population.

Objections for this parklet were less than other locations trialled. Relevant feedback included:

This parklet is perfect for people waiting for takeaway coffee or to sit in at nearby businesses. it was definitely needed to relieve the bottleneck that was caused on the footpath here. It's also a cute little aesthetic area to sit... definitely keep full time.

Watson Street

The Watson Street parklet also had high levels of use. The adjacent business, Fruitologist, is a very popular location and community focal point in this part of Bondi Road. Before the parklet was placed on this spot, it was common to see people seated informally on milk crates along the busy footpath. The Watson Street parklet has formalised the high pedestrian demand for seating in this location and significantly improved local amenity.

While the feedback received by the community was generally positive, complaints specifically related to loss of parking and impacts on traffic flow and safety.

One specific implication for the Watson Street parklet was the impact on the loading zone. While the parklet occupies space within the loading zone along Watson Street, there is still sufficient space for the regular loading and unloading of vehicles to continue. The business owners also mentioned that the problem of illegal parking within the loading zone was minimised because of the parklet location.

Examples of the positive feedback received for this parklet include:

Leave it there! The one on Watson Street is rather popular with customers of the fruit shop, and conveniently stops motorists stopping in the No Stopping zone that is right there.

This is a great initiative; love the colour and public spaces it gives to an otherwise car heavy area.

Boonara Avenue

The Boonara Avenue parklet was located next to the café Up South Bondi. During the first week of the trial, complaints were received regarding the loss of parking in the street caused by the parklet location. It was decided to act upon this feedback and the parklet was relocated to the adjacent grass verge.

This alternative position was not as suitable for the parklet, as these structures are designed to occupy a parking space and are flush with the kerb. They are also intended to show that spaces previously allocated to cars can be used as public spaces. Relocating the parklet onto the adjacent grass verge meant the parklet was no longer flush with the footpath/grass verge and was therefore less accessible for people with reduced mobility. This is particularly important when a parklet is placed near a busy pedestrian area or business.

In the original parklet position on the street, children were observed playing on the grassed verge while their parents enjoyed a morning coffee. These underutilised grass verges can play a bigger role in place activation. With the parklet on the verge, these activities were observed to decline.

Overall, however, this parklet location was popular based on feedback received.



Figure 2. Parklet and grass verge at Boonara Avenue.

Ocean Street

The Ocean Street parklet was underutilised as it was not located close enough to a food business. The adjacent business also did not take ownership over the parklet, in the way that some of the other businesses did.

There were also numerous complaints regarding traffic congestion and loss of parking in this location. Given that this parklet did not receive the expected levels of patronage compared to other locations, it can be concluded that this location was not as successful as other trial locations, and the parklet should be relocated.

Waverley Street

The parklet placed in Waverley Street (like the Boonara Avenue parklet) was also positioned on an unused grass verge. This was intended to provide public seating and shelter on the journey from Bondi Junction to Bondi Road. No shop or business is located within proximity, so the parklet had less use than other locations which had strong businesses partnerships. It continues to be appreciated by elderly people as a place to rest. However, better use could be made of the parklet in alternative locations in the future.

To place this parklet on the verge, copper logs or bollards that protected the verge from illegal parking, were removed. They were replaced by trees that will grow and provide shade in this area in the future. There were also reports of illegal parking and dumping in this area.

While the parklet itself could be utilised better elsewhere, feedback suggests that this location is appreciated as a rest stop along the pedestrian route and could function as a community pocket park with

permanent additions of public seating, shading and planting. These public domain upgrades could be further developed in a future Verge Program.

Parklet design

During the consultation period, Council asked for feedback regarding how to improve the design of the parklets. Providing shade was the most common suggestion. Only one of the parklets was manufactured with a shade canopy. This decision was made to allow for maximum flexibility and to avoid impacts on drivers' sightlines, which was raised previously by Traffic Committee comment during the approval of Council's first parklet designs. The parklet with shade was placed on the Waverley Street grass verge as it did not impede traffic sightlines and the location was exposed to northern sun.

Business owners were encouraged to provide market type umbrellas in the parklets if required to improve patron amenity. This is seen as the best option to maintain flexibility and encourage a sense of parklet ownership by adjacent businesses.

Other design suggestions were related to the inclusion of water stations, tables and chairs, more plants, books and dog bowls. The new parklets have a design that is more open and flexible and Council officers encouraged business owners to incorporate their furniture and additions if possible. Design changes to incorporate plants that provide more shade and protection as well as libraries and other amenities are best delivered by individual businesses to create a sense of ownership and uniqueness for each location, depending on the needs and character of their patrons.

Another suggestion related to safety. Some users thought that the rear of the parklet was too close to traffic. Even though this is only a perception of danger, and these structures are designed to provide protection from traffic, a design modification to incorporate a planter box at the back would reduce seating capacity and a further separation or barrier for parklet users from traffic.

Future parklet locations

Due to these findings, it is proposed that three of the five new parklets be moved to other locations. The parklets currently at Watson Street and Wairoa Avenue, due to their popularity among the community, are proposed to stay in place for at least an additional six months. This added time will grant Council the ability to continue monitoring their usage and gauge if there is opportunity to propose and confirm any modifications in the future.

It is proposed to move the other three remaining parklets to other businesses that have expressed interest to have one. The eight businesses listed below have submitted an expression of interest (EOI) for a parklet and are now on the waiting list. If endorsed by Council, staff will contact these businesses and offer a parklet for six to 12 months, using a range of assessment criteria, including the date the EOI was submitted to Council, and following an assessment of the proposed location based on strategic merit ensuring traffic and safety considerations are assessed. Any new location would also consider other parklets in the vicinity to minimise impact on parking availability. Potential future locations include:

- The Depot, 132 Warners Avenue (on Wairoa Avenue side).
- Bondi Boulangerie, 115 Hall Street.
- Porch & Parlour/ D.Bowls, 110 Ramsgate Avenue.
- Haiku Bondi, 141 Curlewis Street.
- Flave, 89 Hall Street.
- Shuk Bakery, corner of Mitchell Street and O'Donnell Street.
- Bar Lucio Café, 59 Birrell Street.
- Makaveli, 177-179 Glenayr Avenue.

Lease of existing parklets

As noted in the previous parklet report, parklet relocation and the ongoing maintenance are challenging due to the associated ongoing costs. Council now has a total of seven parklets that need to be relocated around the LGA every six to 12 months. To receive revenue from these assets that occupy public land and benefit businesses that adopt them, it is recommended that Council leases some or all of these parklets in the future.

Leasing parklets not only provides a revenue source and an opportunity to recoup the investment on the structures, but also an opportunity for businesses that, for various reasons such as their location, would not be eligible for outdoor seating. The reason why this program is so popular among business owners is that they benefit economically from having a parklet, which acts as a community focal point and meeting place nearby their business. While the parklet provides additional outdoor seating which can advantage a local business, the parklet remains a public space for everyone to enjoy and not only a business's patrons.

The five new parklets purchased in January 2023 have a design that is more open and versatile and suitable for tables, chairs, and umbrellas to be introduced by a business if desired. This makes them more suitable to be leased. The two parklets which were already within Council ownership, before acquiring the additional five, have also been refurbished and are now also suitable to be leased.

Businesses leasing a parklet would be required to maintain the asset (i.e. clean it, water the plants etc). They can treat the parklet as they would a normal footpath dining area, i.e. place their furniture and/or umbrellas in it, or just use the seating already built into the parklet.

In terms of revenue potential, depending on the area, each space may generate income up to \$11,663 per annum. This would also aid in covering for the potential loss of parking revenue associated with using a parking space, which is estimated between \$3,178 to \$10,830 per annum depending on location.

Leases would function for periods of 12 months and be based on an EOI list that currently already exists for the parklet program. This would ensure fairness and equity among business owners of Waverley. There are currently eight business owners on this waiting list.

It is recommended that all businesses that have already expressed their interest to date and have not had parklets previously are provided a parklet free of charge for a period of six months, with the condition that Council maintain the right to relocate them at any time. This provides Council with the required time to draft leases, review program operations and finalise partnership conditions for future consideration by Council.

Activating verges

Remnant grass verges also have potential to be used for street activation. In addition to Up South Bondi, at Boonara Avenue, two other business owners that have expressed their interest in having parklets also mentioned that there are verges outside their shops needing attention. These are Bondi Boulangerie (115 Hall Street) and Shuk Bakery (corner of Mitchell Street and O'Donnell Street).

There is an opportunity to trial alternative ways to activate and better maintain these underutilised spaces, which have the benefit of not affecting the availability of on-street parking. Examples of elements to be added include portable seating, lighting, planting, cultural stories and games to encourage social interaction between members of the community.

It is therefore proposed to investigate the implementation of a Verge Program that would analyse locations within the LGA appropriate to trial grass verge activations. This program would be managed by the Urban Design team in collaboration with the Assets Team and would involve partnerships with interested business

owners. This model worked successfully in developing the Brighton Boulevard footpath extension adjacent to Bru Café.

Findings and feedback from the Verge Program may identify suitable opportunities for permanent upgrades within our streetscapes, such as kerb extensions, verge upgrades, planting and installation of other public domain infrastructure such as water fountains, lighting and seating.

The Bondi Bounce parklet trial feedback identified numerous opportunity sites for verge activations, with two locations on Boonara Avenue and Waverley Street able to commence immediately, since an appetite to activate these locations already exists. If successful, the Verge Program could be expanded to other suitable locations LGA wide.

DCP changes

During the Footpath Seating Application and assessment process for the Brighton Boulevard footpath extension, it became apparent that DCP eligibility criteria for footpath seating needed to be broadened to encourage activation and pedestrian activity in Waverley's public spaces.

Under the current DCP framework, to be eligible for a footpath seating licence the primary function of the premises must be a café, restaurant or food and beverage provider and the business must:

1. Provide sit-down meals or snacks.
2. Utilise non-disposable eating utensils.
3. Have washing up facilities for all cooking/eating utensils.
4. Provide waiter service for all patrons.

Currently, criterion 1 excludes businesses that do not provide sit-down meals such as a café that only serves coffees, for example.

It is therefore proposed that, as part of the next DCP housekeeping amendments, staff investigate the feasibility of broadening the opportunity for a wider range of businesses to apply for footpath seating. The last three criteria relate to sustainability and street cleansing measures and ensures business owners are responsible for cleaning the area used by their patrons. Future applications would need to continue to comply with criteria 2-4 inclusive.

5. Financial impact statement/Time frame/Consultation

The costs of relocating parklets is budgeted in the Assets Team operational budget. Parklet relocation may, however, impact on parking revenue, which could be offset by leasing of parklets in the future. Depending on the area, revenue from each space may range up to \$11,663 per annum. If endorsed, this is anticipated to be rolled out in mid-2024. It is intended that a further report would be prepared for Council to outline the details and processes for the parklet leasing program in the future.

In terms of the proposed activation and maintenance of the grass verges, this is proposed to be undertaken in partnership with business owners and the required budget for any needed minor works would be covered by the Assets Team operational budget.

6. Conclusion

The most recent trial project, Bondi Bounce, involved the installation of five parklets and other wayfinding improvements along the pedestrian journey from Bondi Junction to Bondi Beach. Most of the feedback was supportive of these public domain interventions. The parklets at Wairoa Avenue and Watson Street were particularly popular and, after the conclusion of this trial, are recommended to remain in place for a further

six months. The remaining three parklets are proposed to be moved to new businesses on the EOI waiting list.

This trial also reinforced the potential for underutilised and ill-maintained grass verges to have further place activation potential.

Finally, due to ongoing costs of the parklet program, it is proposed to amend the parklet program to provide the opportunity for Council to lease parklets in the future, including future amendments to the Waverley DCP to support a wider range of businesses.

7. Attachments

1. Bondi Bounce Parklets - Consultation Report.



Bondi Bounce Parklets Consultation Report

JULY 2023



Waverley Council acknowledges the Bidjigal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney Coast, and we pay respect to all Aboriginal and Torres Strait Islander Elders both past and present.

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Boonara Avenue Parklet, shortly after installation in February 2023

Executive summary

This report summarises and analyses community feedback received during a trial period of five new temporary parklets in the Waverley Local Government Area (LGA). A parklet is an extension of the footpath and a free public space for people to sit, relax, eat, drink and socialise.

The parklets, along with wayfinding elements about Bondi's history, were installed on 22 February, during World Pride month, between Bondi Junction and Bondi Beach as part of the [Bondi Bounce](#) Streets as Shared Spaces (SASS) project.

The parklets were strategically placed off Bondi Road and Campbell Parade in Waverley Street, Ocean Street, Watson Street, Boonara Avenue and Wairoa Avenue to provide places to rest along the popular 3.5km walk from Bondi Junction to Bondi Beach and beyond.

They encouraged people to “bounce” between each colourful parklet hubs and take in the sights, sounds and stories of our diverse neighbourhood and were in place for six months.



Watson Street Parklet shortly after installation, in February 2023

The formal consultation period ran from 22 February – 30 April 2023 but Council Officers were also receptive to feedback received throughout the entire trial period. Council gathered feedback on the parklets through four main methods: online surveys, an online information “gathering tool”, parklet drop-ins and social media. Social media was an important avenue of communication throughout the trial period to encourage followers to visit the parklets and complete the online survey.

The numbers:

- 126 people completed the online survey
- 17 people left online reviews
- 23 emails were received by majorprojects@waverley.nsw.gov.au
- 369 social media engagements (“Likes”, “Loves”, “Angry Faces”, etc)
- 68 social media comments (not including replies)
- 358 QR code scans

The majority of respondents supported the project and praised its public benefits, such as more walkable streets, increased dining opportunities and spaces to relax and socialise. There were also suggestions made to improve their design, such as the addition of shading devices. The feedback collected identified significant public space

values the community holds and identified priorities regarding the allocation of space within our streetscape. Criticism received primarily related to loss of parking and impacts on the flow of traffic. These learnings suggest pedestrian amenity improvements are welcome within our LGA and will help Council achieve the Streets as Shared Spaces (SASS) grant aims of creating long term positive change. Overwhelmingly, people spend less than 15 minutes at each parklet, however the time they visit is relatively spread throughout the day, with a slight skew from morning into middle of the day. All feedback gathered during this trial will also be used to help shape a more formalised parklets program for Waverley Council going forward.

Background

As part of the NSW Government's Streets as Shared Spaces (SASS) program, grants of up to \$500,000 were available for Councils to deliver trials that test permanent changes to strengthen amenity, accessibility and economic vitality of a high street and surrounding area, taking a place-based approach. The program supports the Premier's Priority to increase walkable access to quality open, green and public space in urban areas as well as several Waverley Council strategies. To receive the grant, councils were asked to propose a temporary project which satisfied the following:

- delivers more and/or better-quality public space that improve walkability and connection
- contributes to economic vitality of the street and surrounding area
- drives collaboration and partnerships with community, businesses, and institutions, taking a place-based approach
- engages with the community and local businesses to trial changes that support longer-term plans for the area

Trial projects test and build the case for more permanent changes such as footpath widening, new and upgraded street furniture and lighting, safer crossing points, lowering speed limits, public art, additional trees and greenery and additional space for outdoor dining and events. Council saw the Streets as Shared Spaces Grant as an opportunity to test and receive feedback on urban improvement opportunities already identified within the LGA.

The Bondi Bounce project was conceived, encompassing much of Waverley Council's community vision by aiming to improve the social, cultural, economic and environmental value of our public spaces. The Bondi Bounce trial enhanced the pedestrian 3.6km journey between Bondi Junction and Bondi Beach by encouraging pedestrians to follow the rainbow of coloured dots. Its aim was to encourage active transport between these two destinations by improving wayfinding, providing rest points along the way and stimulating the economy of the LGAs most important main street. The colourful parklets also added joy and delight to the journey. The journey included many placemaking layers to enhance the social, economic and cultural value of our public spaces. These included coloured wayfinding stickers, games, lighting, and cultural storey stickers with QR codes, pride stickers and parklets. The launch of Bondi Bounce coincided with Sydney World Pride which culminated in the Bondi Beach Party, with this pedestrian journey serving as an appropriate rainbow gateway to the beach.



The Bondi Bounce “wayfinding journey”

Parklets



Wayfinding



Games



Lighting



Stories



Pride



Placemaking layers of the Bondi Bounce project

The locations for the five parklets were carefully selected based on the impact to surrounding businesses and whether the road environment was suitable for installation. Adjacent businesses were consulted to ensure their operations would be enhanced and not negatively impacted.

In partnership with World Pride, the parklets were coloured along the rainbow spectrum: red (Waverley Street), orange (Ocean Street), yellow (Watsons Street), green (Boonara Avenue) and blue (Wairoa Avenue), and were advertised on Have Your Say for feedback. The final colour in the journey—purple—, was at Brighton Boulevard in North Bondi, which completed the rainbow for the Sydney World Pride event period. At the end of the World Pride period, this parklet was relocated and the location was upgraded to a permanent footpath extension as a response to previous community feedback. This engagement report focuses on the first five parklets. The Brighton Boulevard permanent kerb extension meets the Streets as Shared Spaces objective of creating permanent activation of the street as a shared space.



Temporary parklet locations receiving survey feedback



Coloured wayfinding dots which guided pedestrians from Bondi Junction to Bondi Beach



*Left: Pedestrian pride wayfinding signage along the Bondi Bounce journey
Right: Cultural wayfinding stickers with QR codes and link to online stories*



A photo of the Wairoa Avenue Parklet shortly after installation in February 2023

Engagement methodology

In accordance with Waverley Council's adapted IAP2 model of engagement, four formal methods were used to gather community feedback:

1. Online survey through Have Your Say (HYS)
2. Online "information gathering" tool through HYS
3. Parklet drop-ins by Council Officers
4. Emails to majorprojects@waverley.nsw.gov.au

Residents, schools, Precinct Committees, Advisory Committees and the local Chamber of Commerce were all sent notification letters at the beginning of the consultation period to advise of the parklet installations. Each letter contained a QR code linking to the Project's Have Your Say page, thereby helping to gather more responses. The project team also liaised with neighbouring businesses of the parklet, and others nearby which may have been directly impacted by the parklet installation to ensure the desired location was installed, and risks mitigated.

To ensure maximum community participation in the four engagement methods, the parklets were extensively promoted through Council communications channels, including:

- Media release
- Waverley Weekly e-newsletter
- Engagement monthly e-newsletter
- Mayor's column in local newspapers and magazines
- Social media posts
- Posters containing a QR code to the HYS page and the Major Projects email were located at each parklet

The response on social media was strong. A summary of the interactions/comments follows:

Communication method	Overview	Date	Response
Have Your Say (HYS) webpage	A dedicated HYS page was built for this project: haveyoursay.waverley.nsw.gov.au/bondi-bounce The Online Survey and Online Review were located on this page. It went live at the beginning of the consultation period.	22 February – Present	1,045 unique webpage visitors during the consultation period.
Notification letters	To advise nearby residents and businesses of parklet installation date/time. See appendix A for example.	9 March	2 emails to majorprojects@ came through as a result of the notification letters.
Stakeholder outreach	Schools, Chamber of Commerce, Advisory Committees, Precincts, Neighbouring businesses	17 Jan 23 March	Neighbouring businesses Precinct Committee
Media release	URL: https://www.waverley.nsw.gov.au/top_link_page	25 February	N/A

	es/news and media/council news/news/take a trip through time on bondi bounce		
Waverley Weekly e-newsletter	On three occasions, a story about the parklet trial was included in the weekly e-newsletters and encouraged readers to give feedback. The 'More' button linked to the HYS page.	16 February	163 click throughs to the HYS page
		23 February	206 click throughs to HYS page
		2 March	109 click throughs to HYS page
Mayor's column in local magazines	The Mayor's Message column included a story about the Bondi Bounce parklets in the March edition of City Hub and the April edition of The Beast .	March April	N/A
Social media posts	Facebook	7 March	111 post responses: 96 Likes 13 Loves 1 Laugh 1 Angry Face 23 unique comments, 50 comments when replies are also counted
		1 April	39 post responses: 33 Likes 4 Loves 1 Surprise 1 Angry Face 22 unique comments, 60 if when replies are also counted
		23 April	37 post responses: 28 Likes 3 Loves 4 Laughs 2 Angry Faces 23 unique comments, 42 if when replies are also counted
		7 March	29 Likes, no comments
		1 April 2023	55 Likes, 9 comments (4 Neutral, 3 Positive, 2 Negative)
		23 April	98 Likes, 5 comments (4 Positive, 1 Neutral)
Posters	Posters were placed in each parklet with a QR code to encourage people to provide feedback online.	22 February – 20 April	358 QR code scans during the consultation period

Engagement method	Overview	Date	Response
Online survey	Accessed through the HYS page. See Appendix D below for a list of the survey questions.	22 February – 30 April	126 respondents
Online review	The HYS page also provided the option for people to leave a short review and/or image to show Council how they use the parklet and what they thought of it.	22 February – 30 April	17 responses: 9 negative 7 positive 1 neutral
Parklet drop-ins	Council officers dropped in to each parklet from 12-3pm to get feedback from people using the parklets, passers by and adjacent businesses.	19 April	Eight surveys were completed by hand by Council Officers and the data then inputted into the online survey.
Emails to majorprojects@	The email address was provided on the notification letter sent to residents and businesses, the HYS project webpage and the parklet posters.		22 emails: 13 negative 6 positive 3 neutral

Detailed results – online survey

There were **126** respondents answering a total of **207** surveys, split amongst the five parklet locations:

- Waverley Street – **27**
- Ocean Street – **47**
- Watson Street – **53**
- Boonara Avenue – **33**
- Wairoa Avenue – **47**

The discrepancy with the number of respondents and the total survey numbers is that some respondents answered the survey for more than one parklet.

There was also a series of questions in the survey related to the amenity of the parklets. These are the numbers of 'Yes' responses to the questions:

Positive responses to statements about parklet amenity						
Question	Waverley Street	Ocean Street	Watson Street	Boonara Avenue	Wairoa Avenue	TOTAL
It makes it easier to walk around the area	10	13	10	10	13	56
It creates opportunities to dine outdoors	11	17	30	17	30	105
It brings more greenery to the area	9	10	18	14	15	66
It provides space to relax	15	20	28	20	35	118
It encourages people to interact more	13	14	18	17	30	92
It makes the area look nicer	15	16	25	16	31	103
It supports nearby businesses	13	14	27	19	34	107
TOTAL responses	86	104	156	113	188	647

An open field question box was asked: “Would you like to see more parklets in the Waverley area?” This question wasn’t asked for a specific parklet, but rather for parklets as a whole. 47 of the 126 respondents answered this question, which resulted in 37 YES and 10 NO.

Would you like to see more parklets in the Waverley area?	YES	NO	TOTAL
Waverley Street	16	11	27
Ocean Street	25	22	47
Watson Street	35	18	53
Boonara Avenue	23	10	33
Wairoa Avenue	37	10	47
TOTAL	136	71	207

Below is a word cloud extracted for the **Watson St** parklet that provides a visual response to the question ‘Do you have any ideas for how we could improve this parklet to make it a more welcoming or interesting space?’

Watson St was chosen as it had the highest number of respondents, however, the responses for the other parklets were very similar, demonstrating there were both positive and negative responses.



The survey revealed that for the five trial parklets, visits were made at the following times:

Time of day	Responses
Morning (before 10am)	16 + 23 + 19 + 20 + 31 = 109 responses
Middle of the day	16 + 25 + 29 + 14 + 28 = 112 responses
Afternoon (2-5pm)	10 + 17 + 25 + 13 + 20 = 85 responses
Evening (after 5pm)	9 + 16 + 14 + 14 + 17 = 60 responses

The survey revealed that the time spent at the five parklets were as follows:

Duration	Responses
Less than 15mins	17 + 33 + 34 + 26 + 30 = 140 responses
15-30mins	6 + 9 + 15 + 6 + 10 = 46 responses
30mins-1hr	3 + 3 + 3 + 5 + 3 = 17 responses
More than 1hr	1 + 2 + 1 + 1 + 4 = 9 responses

As mentioned previously, the discrepancy with the number of respondents who answered the “time of day” and “duration” questions, and the total survey numbers (126) is that some respondents answered the survey for more than one parklet. Please note that the five figures in the two tables above that equate to the total response correspond to the following parklet sites in this order: 1. Waverley Street + 2. Ocean Street + 3. Watson Street + 4. Boonara Street + 5. Wairoa Avenue = TOTAL. These two tables show that overwhelmingly, people spend less than 15 minutes at each parklet, however the time they visit is relatively spread throughout the day, with a slight skew from morning into middle of the day.

Overall, the survey results suggest that most respondents are supportive of parklets and would like to see them in other areas of the LGA. From these responses, we can see that the community values an improved pedestrian experience, increased public dining opportunities on our main streets and spaces to relax and socialise. Respondents also found that they provided visual interest in the public domain and contributed to an economically viable neighbourhood.

When asked what aspects could be improved as part of the parklet design, the need for a shade device was a particular common answer. Similarly, there were also negative comments about loss of parking and impacts on flow of traffic. These related especially to the parklets placed in Ocean Street, Watson Street and Boonara Avenue.

Detailed results – online reviews

An online “gathering tool” was used, encouraging parklet users were encouraged to take a picture and leave a review on the HYS page. There were equal numbers of positive and negative reviews submitted:

Positive: 8

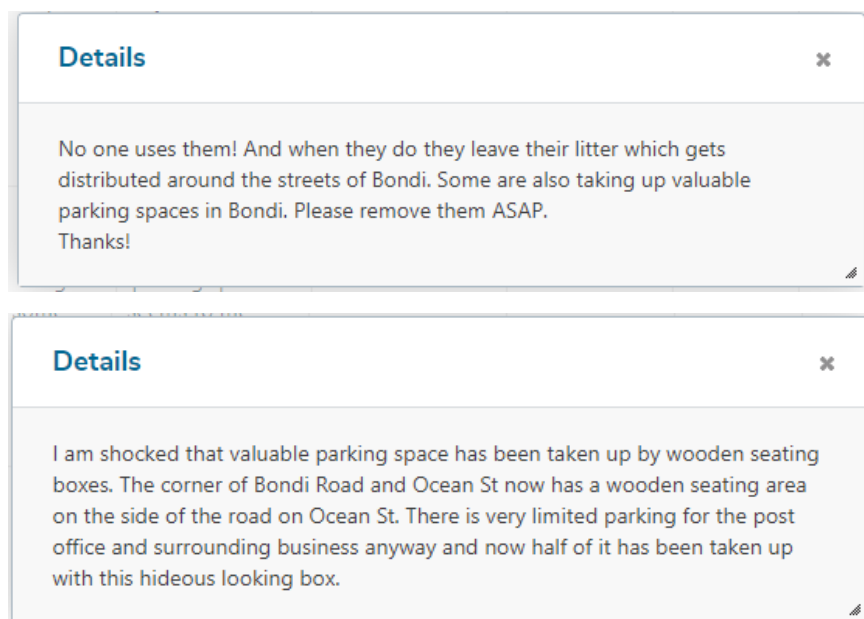
Negative: 8

Neutral: 1

Positive reviews centred around the parklets providing a place to sit with coffee and/or takeaway food and socialising and the negative reviews centred around loss of parking, danger and rubbish.

Verbatim feedback:

The image shows two screenshots of online reviews. The first screenshot shows a review titled 'Details' with the text: 'Thanks for this! Keep making the neighbourhood prettier, more social, and dog friendly!' and 'Hope these are here to stay :)'. The second screenshot shows a review titled 'Details' with the text: 'Feedback about the new parklet on Wairoa Ave Bondi Beach right in front of Harry's cafe. I am a regular customer of this cafe and find the parklet very convenient for takeaway waiting time and connect with locals in a safe and dedicated space. Can seat down, must be convient with kid as well. Can't wait to try it every time I come by'.



Detailed results – emails

22 emails were received and, sentiment was as follows: 13 negative, 6 positive, 3 neutral. The positive feedback praised both the parklets and the remaining elements of Bondi Bounce. They provided meaningful suggestions for the future of the program, such as inclusion of shade devices or to place parklets in other areas of Waverley. The negative emails received related broadly to loss of parking, as parklets are designed to be placed on a parking space. Council monitors the number of complaints closely when assessing locations for parklets on a permanent basis.

Detailed results – social media

Three posts were created for both Facebook and Instagram and were posted on 7 March, 1 April and 23 April 2023.

	Post Reach Facebook	Post Engagement Facebook	Post Reach Instagram	Post Engagement Instagram
Post on 7 March	9877	1076	2609	144
Post on 1 April	3572	798	2019	71
Post on 23 April	1758	558	2376	108
Total	15207	2432	7004	323

Reach = the number of unique users who were shown the post

Engagement = the total activity the post received such as saves, shares, comments, likes, link clicks

FACEBOOK

In terms of immediate sentiment, the posts collectively received 177 'Likes and Loves' compared with 10 angry or neutral responses (angry face, surprised face, laughs etc).

The Facebook posts also elicited many comments. Across the three posts, there were 68 unique comments.

Of the 68 comments

Positive: 25

Negative: 32

Neutral: 11

INSTAGRAM

The response on Instagram was similar to Facebook in terms of the three parklet posts eliciting a lot of positive engagement, meaning there were 182 'Likes' altogether. Unlike Facebook though, Instagram users don't tend to leave lengthy comments, but of the 14 comments posted there were: 7 positive, 5 neutral and 2 Negative.

Feedback analysis

Feedback received as part of the Bondi Bounce project was overall positive with specific details providing insights into how Council can improve urban space interventions in the future. While the colorful wayfinding dots, cultural walk stories and pride stickers along the Bondi Bounce journey added visual interest and directional cues, parklets were the dominant public space intervention along the wayfinding journey.

Each parklet location along the Bondi Bounce journey found location-specific learnings for parklets which will be implemented into Council's ongoing Parklet Program. Open answer questions on the survey supported the prevalence of the positive feedback with suggestions to improve the wayfinding journey and parklets with shade, tables, chairs and water fountains.

Negative comments were also captured, particularly through direct email and social media. These were focused on loss of parking, impacts on traffic and extra litter. While this is acknowledged, it is also worth noting that as a concept, parklets are placed in parking spaces to demonstrate how spaces previously allocated to cars can be used as spaces for the community, thus more inclusive, accessible and democratic. Therefore, it is anticipated to some extent that the program would receive complaints over loss of parking spaces, especially during the first weeks of the project, which can be read as an adaptation period to changes. After this period, the community tends to agree that parklets bring benefits to the public realm.

Throughout the Bondi Bounce trial period, a range of feedback for the parklets was received. While feedback was overall positive and supportive of Council's ongoing Parklet Program, the feedback falls within two categories:

1. Feedback about parklet amenity benefits and what the community values within the public domain generally. This resulted in the support of parklets or support for other long-term public space improvements nearby and elsewhere within the LGA.
2. Feedback to how the roadway is used in certain locations. This was mostly negative feedback relating to traffic, safety and loss of parking, however Council also received positive comments regarding the reprioritisation of space from cars to pedestrians.

Survey responses found that being unsupportive of a specific parklet location, and wanting improved public benefit in this area, were not mutually exclusive. Importantly, this trial allowed Council to collect data about what is important to residents in their public domain, regardless of whether they were supportive of a particular parklet location, or not.

Council considers the feedback gathered within this trial as fundamental to ongoing social, cultural and economic improvements to our public domain.

Wairoa Avenue parklet:

From a strict analysis of the feedback received, the parklet at Wairoa Avenue was the easiest to decipher, as the feedback provided was overwhelmingly positive. It continues to be used frequently and has become an expected welcome feature of the streetscape. This location was overwhelmingly positive, likely due to its association with nearby café, 'Harry's'. This location saw the most successful partnership between Council and the parklets adjacent business. Harry's contributed considerably to the parklets success, watering the plants, providing a high level of passive surveillance and the daily added amenity of street furniture including tables and cushions. The highest responding benefits in the online survey included 'It supports nearby businesses', 'It encourages people to interact more', 'It provides places to relax', 'It creates opportunities to dine outdoors' and 'It makes the area look nicer'.

Clearly of economic and social benefit, there were close to no comments regarding traffic or parking in this location. This may be because the local residents of North Bondi do not rely on car parking as much as the Bondi Road corridor, instead opting for cycling, walking, motorised scooters and public transport instead. Or the economic and social benefits in this location may far outweigh any traffic and parking impacts. It was also found that locations with high levels of passive surveillance deters littering, or that a strong business partnership enables litter to be removed multiple times a day. Shortly after install, the café across the road, 'The Depot', requested a parklet, supporting the fact that they are seen to have high economic value.

This location overwhelmingly supports Council's conclusion that parklets can be welcomed by the community, with specific learnings about location, business partnerships and passive surveillance to be adopted into Council's ongoing Parklet Program.

Waverley Street parklet:

This location was identified due to the long distance, lack of seating and lack of shade along the pedestrian route between Bondi Junction and Bondi Road. The unique location on the verge served a different purpose to other parklet locations within this trial as it was the least connected to a business or retail area. Instead, its isolated location provided the ideal opportunity for a pedestrian rest stop along this key pedestrian route.

Top positive responses to parklet amenity in this location were relating to 'It makes the area look nicer', 'It provides spaces to relax' and 'It encourages people to interact more'. While the parklet itself could be utilised better elsewhere, feedback suggests that this location is appreciated as a rest stop along the pedestrian route, and therefore could function as a community pocket park with the permanent additions of public seating, shading and planting. Other suitable facilities include a water bubbler, street library and public bin.

Ocean Street parklet:

The Ocean Street location was one of the least used parklets and did not gather substantial support. Although it is adjacent the core retail strip of Bondi Road, there is a minor separation from the shopfront of its associated business, in this case 'Char'. This presumably reduced the levels of passive surveillance and affected its popularity and maintenance by the associated business.

While there were many positive survey responses in this location, predominantly relating to 'It provides spaces to relax', 'It creates opportunities to dine outdoors', 'It makes the area look nicer' and 'It encourages people to interact more' the negative reception relating to traffic, parking, safety and maintenance is found to outweigh the positive benefits in this location.

While this parklet will be moved to another location, feedback collected helps to inform Council of community values along Bondi Road retail corridor and suggests the need for more public seating and shade.

Watson Street parklet:

This parklet received similar feedback to the Wairoa Avenue location. It also had a high reported usage. This is likely to be related to its proximity to the Fruitologist, a grocer with a takeaway food and drink offering. While on a side street, like the Ocean Street location, this parklet was more visible from the Bondi Road pedestrian route, and better connected to its associated business.

The main positive amenity survey responses to the Watson Street parklet were 'It creates opportunities to dine outdoors', 'It supports nearby businesses', 'It provides spaces to relax' and 'It makes the area look nicer'. While this location gathered significant support, there was also considerable number of negative comments which related to traffic, parking and safety.

While this parklet will remain in place, this location could be suitable to become a permanent kerb extension in the future due to its combination of negative road related feedback and positive amenity feedback relating to the parklet. A permanent kerb extension would help alleviate negative traffic concerns, while still providing the valued amenity benefits.

Boonara Avenue parklet:

When first installed, this location had the added benefit of a large grass verge. The parklet, positioned adjacent to the verge, effectively extended the public space, resulting in it being able to host multiple groups of people at once. As a result, this parklet was very popular and the adjacent business, Up South Bondi, provided tables and additional chairs for the parklet.

The main positive amenity survey responses to the Boonara Avenue parklet were 'It provides places to relax', 'It supports nearby businesses', 'It encourages people to interact more' and 'It creates opportunities to dine outdoors'.

However, numerous complaints were received regarding the loss of parking on this street. It was also observed that there were many skip bins and construction vehicles on Boonara Avenue during the trial period, which would have added to the cumulative loss of parking. As a result of parking impacts, the parklet was moved onto the adjacent grass verge. The resulting outcome was compromised, reducing the size of the public space, affecting the parklets orientation to the pedestrian path and reducing accessibility. A parklet in this location, on the verge, is not appropriate so this parklet will be relocated.

While this parklet will be relocated, survey responses in this location identify its desirable public amenity benefits. Although the parklet will not remain, the grass verge in this location, and/or on the other side of Boonara Avenue adjacent The Critical Slide Society, which has less existing outdoor seating, could be enhanced by providing permanent public seating and additional greenery. Consideration should be given to more permanent outdoor seating opportunities in these locations.

Response to feedback

Following the consultation period and prior to the report back to Council, the Urban Design and Heritage team responded to the most common concerns raised. This aimed to minimise misconceptions associated with the

project and inform the community of when a report will be considered by Council. A summary and analysis is provided in the table below, as well as suggested actions.

Feedback	Response	Action
Rubbish and cleansing	The trial period found that some locations may be more prone to litter, especially when not directly adjacent to a business.	Council will ensure the parklets will be cleaned more frequently as part of the Public Place Cleansing team's routes. Alternatively, more bins can be placed in locations that lack them, or parklets can be allocated to a business which becomes responsible for its maintenance.
Impacts on traffic flow and safety	<p>All parklet locations were approved by Council's traffic engineering team, after analysis concluding that they would pose minimal impacts on traffic flow and safety.</p> <p>A parklet occupies one legal parking space and is no larger or taller than a truck or van that could park on the same spot and would have a bigger impact on driver's sight lines and flow of traffic.</p> <p>In addition, in order to assist the vehicular turning circle to and from Bondi Road, parklets have been set back by 1 meter from the no-stopping zone.</p> <p>Regarding impacts to the loading zone on Watson Avenue, businesses were consulted and agreed that this was the best position for the parklet. The loading zone extends further down Watson street, leaving enough space for the regular loading and unloading. The business owners also mentioned there is often illegal parking here during the loading zone period. The parklets help to minimise this.</p>	NA – Parklets deemed not dangerous in chosen locations
Loss of Parking	Parklets are placed temporarily for up to 6 months and occupy one legal parking space. Despite the usage of one valuable parking space, they also bring economic and social benefits for business owners and to the community.	<p>Council closely monitors new locations and feedback received. If a location does not provide the intended benefits, it will soon be moved.</p> <p>Similarly, a parklet may be moved before the end of the trial if loss of parking, or other unforeseen impacts, prove to be too detrimental for the community. This was the case at</p>

		Boonara Avenue where the parklet was moved to the adjacent grass verge due to the cumulative impacts on parking of skips from construction sites along the street.
Shade	Due to concerns over driver's line of sight in certain locations, Council has not incorporated shade as part of their parklets since the beginning of the program.	When safe, Council encourages business owners to place umbrellas for sun protection especially during summer months. Council may also consider providing shading structures/umbrellas for visual consistency. Council to also investigate traffic impacts of providing permanent shade to parklets. The slim structure of built-in shade devices do not obstruct visibility.
Other Design Changes	Suggestions regarding the inclusion of water stations, tables and chairs, more plants, books and dog bowls were also frequent. This new parklet design, however, was intended to be more open and flexible when compared to some of the previous designs.	Council encourages business owners to incorporate their furniture into them, including tables, chairs, cushions and dog bowls. Design changes to incorporate plants that provide more shade and protection as well as little libraries will also be considered in the future.
Make parklets / permanent locations	<p>The community responses support the desire for an improved public domain which offers a better pedestrian experience, a more walkable neighbourhood, increased public dining on our main streets, greenery and spaces to relax and socialise.</p> <p>Parklet usage and feedback received as part of Council's Bondi Bounce trial period will ultimately inform which locations should be extended for another 6 months or, alternatively, what changes should be made to the streetscape to accommodate more footpath seating.</p> <p>An example of this is the recently complete footpath extension at Brighton Boulevard, North Bondi. In addition, feedback like this proves that the community appreciates parklets for their benefits and desires more public spaces with this amenity, either temporary or permanent.</p>	Council is currently exploring new alternatives to expand outdoor dining across the LGA as well as methods to activate streets and increase pedestrian activity that are not limited to parklets.

Conclusion and Next Steps

The Bondi Bounce trial enhanced the pedestrian journey between Bondi Junction and Bondi Beach. Its aim was to encourage active transport between these two destinations by improving wayfinding, providing rest points along the way and stimulating the economy of the LGAs most important main street. The colourful parklets also added joy and delight to the journey. This pedestrian journey is overdue for a permanent upgrade that can benefit from the learnings of “Bondi Bounce”. The feedback received during community consultation for Bondi Bounce will help to inform decisions made to the parklet program, such as if the trial should be extended on certain locations, which parklets should be moved, as well as potential for streetscape upgrades that should be considered.

Overall, Bondi Bounce was positively received by the community. Respondents expressed appreciation for the elements which provided wayfinding and public space benefits, such as the rainbow wayfinding stickers, cultural walk with QR code and the parklets. While some parklet locations did not have majority support by the community, the overall sentiment of feedback supports the use of parklets around the LGA by recognising their value in the public domain. These comments centered around the parklets providing nice places to socialise, relax and dine. This aligns with the SASS grant’s objectives of increasing the amenity of the public domain while encouraging active transport, activating domain, increasing walkability and providing spaces for community connection.

Feedback fell within two main categories; positive amenity benefits for the public domain and negative impacts relating to traffic, safety and loss of parking. This distinction allows a simple deciphering of feedback and provides a clear approach for each parklet location as well as location-specific insights to be adopted within the ongoing Parklet Program, and other future public domain interventions.

Concerns relating to traffic have been addressed in this report, and each parklet location responded to accordingly, whether it remains in place, is relocated, or identified as a suitable location to become a permanent landscaped extension of public space.

- Wairoa Avenue parklet location will remain in place
- Waverley Street parklet location will be relocated, with the verge location suitable for permanent landscape and seating enhancements
- Ocean Street parklet will be relocated, with the verge suitable for permanent landscape and seating enhancements
- Watson Street parklet will remain in place. This location may be found suitable for a permanent kerb extension, pending further traffic advice and consultation with the community and surrounding businesses
- Boonara Avenue parklet location will be relocated, with the grass verge on either side of Boonara Street found suitable for a permanent landscape and seating enhancement, pending further consultation and/or trials.

After completion of the Bondi Bounce six-month trial in August 2023, the five parklets will be managed through the ongoing Waverley Council Parklet Program. Whether the parklets stay in place or are relocated after the trial, the lessons learnt throughout Bondi Bounce will be applied to the program, and any future locations. Due to the growth of the program, which will have seven parklets in total, there will be a review which will look at program operations, including maintenance costs, maintenance responsibilities and revenue raising opportunities.

The Bondi Bounce trial identified significant public space values the community holds and identified priorities regarding the allocation of the space within our streetscapes. The flexibility and movability of parklets make them

invaluable to Council's dedication to respond to any change in community priorities over time. Council will continue to monitor community priorities around streets as shared spaces into the future with the aim of creating a more inviting, friendly and accessible public domain.

The feedback received through the Bondi Bounce six-month trial is consistent with feedback received over the past eight years for the existing Parklet Program, which has proven to be very successful and popular amongst both residents and business owners. While there was no formal consultation for the broader program, Council receives feedback from the community either directly or through the businesses that adopt the parklet. This feedback, as well as working closely with businesses, acts as a partnership and has helped shape and continuously improve the program. Various businesses have expressed their interest in having parklets for longer periods of time or permanently, despite their temporary nature and installation for public benefit. Some have gathered signatures via petitions, or captured comments of support from both visitors and local community. For example, the recent footpath extension in Brighton Boulevard saw unprecedented support of 500 signatures from the local community.

The feedback about public domain amenity benefits received as part of the Bondi Bounce trial can undoubtedly be implemented more broadly. These learnings suggest pedestrian amenity improvements are welcome within our LGA and will help Council achieve the Streets as Shared Spaces aims of creating long term positive change. Council considers the feedback gathered within this trial as fundamental to long-term social, cultural and economic improvements to our public domain. It will aid in proposing changes to the program itself or to other temporary or permanent changes to the streetscape that will make Waverley's streets more active and inviting.





Examples of recent street upgrades within Waverley LGA – Oxford Street Mall, Bronte Road in Bondi Junction, Spring Street, Macpherson Street, Notts Avenue and Glenayr Avenue. Feedback received during the Bondi Bounce trial found that the community want greater social, economic and amenity benefits from their streets which supports a continuation of these upgrades in future.

Appendix A – notification letter

Parklet Trial – Boonara Notification Letter – 7 February 2023



Waverley Council
PO Box 9, Bondi Junction NSW 1355
DX 12006, Bondi Junction
Customer Service Centre
55 Spring Street, Bondi Junction NSW 2022
ABN: 12 502 583 608

Re: Bondi Bounce – a six month trial of five parklets connecting Bondi Junction to the beach

Dear Resident/Business Owner

Waverley Council will soon be installing five temporary parklets to enhance the pedestrian connection between Bondi Junction and Bondi Beach. This project, affectionately titled Bondi Bounce, aims to make our streets more vibrant as residents and visitors will be able to 'bounce' from one parklet to the next along this popular walking route.

The temporary parklets will be installed in late February to align with Sydney World Pride celebrations. They will add greenery to our streets and provide spaces for people to sit. Wayfinding and traffic calming measures will also be implemented to encourage use of the parklets.

The map overleaf shows the installation locations and an image of a parklet has also been included for your reference.

One of these temporary parklets will be located near your address, occupying one parking space in front of Up South Bondi at 2 Boonara Avenue. The parklet is planned to be in place for a six-month trial period and will be installed on 22 February 2023 between 7am–7pm.

During the trial, we will be collecting feedback from the community to determine whether the parklets should be extended in this location or alternatively, if the space should be considered and designed as a permanent landscaped space with seating.

For more information, scan the QR code or visit haveyoursay.waverley.nsw.gov.au/bondi-bounce



If you have any questions, please email Council's Urban Designer at Francisco.Mota@waverley.nsw.gov.au or call 9083 8000.

Kind regards

A handwritten signature in black ink, appearing to read "George Bramis".

George Bramis
Executive Manager, Urban Planning Policy and Strategy
Waverley Council

Contact us
9083 8000
info@waverley.nsw.gov.au
waverley.nsw.gov.au

Connect with us
[f whatsonwaverley](https://www.facebook.com/whatsonwaverley)
[@waverleycouncil](https://www.instagram.com/waverleycouncil)

Appendix B – Mayor's columns

City Hub Magazine – March 2023

Waverley Council Update



Mayor's message

Waverley Local Planning Panel

Council is looking for additional community representatives to be members of the Waverley Local Planning Panel (WLPP). The WLPP is responsible for assessing and determining a range of development applications for Council as required under legislation. Members of the panel receive remuneration for attendance at panel meetings. Applicants must live in the Waverley LGA, have an understanding of the Waverley LGA and issues of concern to the local community, have the capacity to form independent views and to contribute constructively to the determination of applications, are able to demonstrate a basic level of understanding of the planning system, are committed to following the Code of Conduct for Local Planning Panel Members and the Local Planning Panel's Operational Procedures and attend local planning panel meetings and completing panel business in required timeframes. Existing members of the panel will continue as normal and are not required to submit an expression of interest. Mayors, Councilors, property developers and real estate agents are not eligible for appointment. Any questions should be emailed to wlp@waverley.nsw.gov.au and EOIs can be submitted online

at haveyoursay.waverley.nsw.gov.au/local-planning-panel. Submissions close at 5pm, Wednesday 5 April. Details: haveyoursay.waverley.nsw.gov.au/local-planning-panel.

Bondi Bounce

Waverley Council is inviting the community to provide feedback on the five new temporary parklets we've installed between Bondi Junction and Bondi Beach as part of the Bondi Bounce Streets as Shared Spaces project. The parklets each have their own distinct colour scheme and help break up the 3.6 kilometre walk from the Bondi Junction interchange and the beach. They are located off Bondi Road and Campbell Parade in Waverley Street, Ocean Street, Watson Street, Boonara Avenue and Wairoa Avenue. They will remain in place for a trial period of six months, and if you have seen or used one of these urban 'mini parks', we want to hear from you! The Streets as Shared Spaces program aims to provide more and improved public space that improves walkability and connection to quality open, green and public spaces in urban areas, while increasing footfall for local businesses. Feedback closes 30 April at haveyoursay.waverley.nsw.gov.au/bondi-bounce.

Register for Bondi Festival Local

Expressions are now open for businesses to register their events for Bondi Festival Local, our annual celebration of local artists, live venues and grassroots organisations within our iconic neighbourhood. Bondi Festival Local is an exciting way for local businesses, organisations and groups to present their very own satellite shows, workshops and events across the Bondi Festival dates. We welcome all submissions from music gigs and author talks to open-mic nights, art exhibitions and

Waverley Customer Service Centre: 55 Spring Street, Bondi Junction. Ph: 9083 8000 | waverley.nsw.gov.au | Stay in touch

The Beast – April 2023

Waverley Council Update



Mayor's Message

Bondi Bounce

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Waverley Local Planning Panel EOI

Council is looking for additional community representatives to be members of the Waverley Local Planning Panel (WLPP). The WLPP is responsible for assessing and determining a range of development applications for Council as required under legislation. Members of the panel receive remuneration for attendance at panel meetings. Applicants must live in the Waverley LGA, have an understanding of the Waverley LGA and issues of concern to the local community, have the capacity to form independent views and to contribute constructively to the

determination of applications, are able to demonstrate a basic level of understanding of the planning system, are committed to following the Code of Conduct for Local Planning Panel Members and the Local Planning Panel's Operational Procedures and attend local planning panel meetings and completing panel business in required timeframes. Existing members of the panel will continue as normal and are not required to submit an expression of interest. Mayors, Councillors, property developers and real estate agents are not eligible for appointment. Any questions should be emailed to wlpp@waverley.nsw.gov.au and EOIs can be submitted online at haveyoursay.waverley.nsw.gov.au/local-planning-panel. Submissions close at 5pm, Wednesday 5 April. Details: haveyoursay.waverley.nsw.gov.au/local-planning-panel.

Bondi Pavilion creatives meet and greet

Join us at our community meet and greet for local creatives at Bondi Pavilion on 28 March from 6–7pm. Network with other local creatives, meet the Pav's new artistic director Chris Bendall, and learn more about the exciting opportunities ahead for arts and culture programs. Register now at: events.humanitix.com/waverley-local-creatives-meet-and-greet

Paula Masselos
Mayor of Waverley

Ph: 9083 8000 | waverley.nsw.gov.au
Stay in touch: waverley.nsw.gov.au/subscribe



Follow us

Appendix C – social media

Facebook – 7 March



Instagram – 7 March

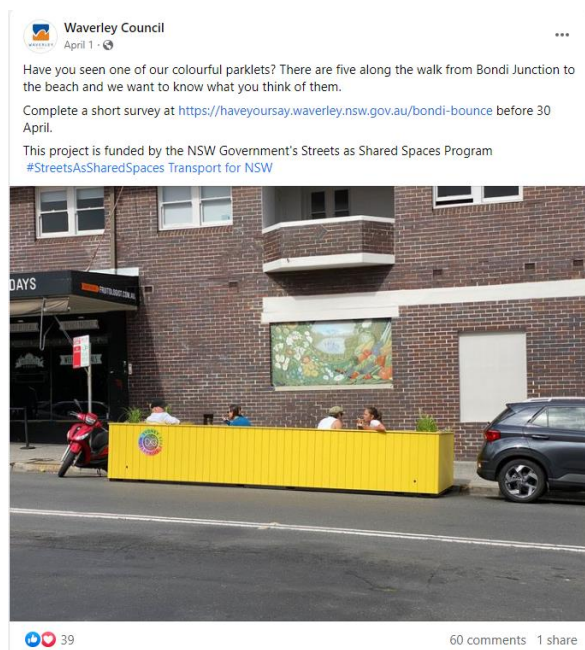


waverleycouncil We've installed five temporary parklets to break up the walk from Bondi Junction to Bondi Beach. These parklets are free places to sit and relax, try them out and let us know if you like them or how they could be improved.

Check out the link in bio to have your say! Feedback closes 30 April.

This project is funded by the NSW Government's Streets as Shared Spaces Program #StreetsAsSharedSpaces @transportforNSW

Facebook – 1 April




Instagram – 1 April



waverleycouncil Have you seen one of our colourful parklets? There are five along the walk from Bondi Junction to the beach and we want to know what you think of them. Visit the link in bio to have your say before 30 April!

This project is funded by the NSW Government's Streets as Shared Spaces Program #StreetsAsSharedSpaces @TransportforNSW

Facebook – 23 April



Waverley Council




April 23 · 🌐

Bondi Bounce Project prioritises pedestrians over vehicles, placing parklets along the pedestrian route from Bondi Junction to Bondi Beach. The goal is to make a better walking route and increase footfall for local businesses along this thoroughfare.

Features include an interactive cultural walk with scannable QR codes, rest areas and street games. Please give feedback on Have Your Say by April 30th, link below.

Council hopes that the parklets, which act as mini parks and improve the amenity of the street connect and inspire residents to make a healthier and happier community.

Share your feedback at <https://bit.ly/3MU6tvB>





👍👎❤️

37

42 comments

Instagram – 23 April





waverleycouncil

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Share your feedback at <https://bit.ly/3MU6tvB>

Appendix D – survey

1. Which parklet would you like to provide feedback on? Select all that apply.

- ☐ Waverley Street
- ☐ Ocean Street
- ☐ Watson Street
- ☐ Boonara Street
- ☐ Wairoa Avenue

[Qs 2-7 to be asked for each parklet]

2. Did you stop at this parklet?

- ☐ Yes
- ☐ No, I was passing by but did not stop

3. What time did you visit or pass by this parklet? Select all that apply.

- ☐ Morning (before 10am)
- ☐ Middle of the day (10am-2pm)
- ☐ Afternoon (2-5pm)
- ☐ Evening (after 5pm)

4. How long did you spend at this parklet?

- ☐ Less than 15 mins
- ☐ 15 – 30mins
- ☐ 30mins – 1 hour
- ☐ More than 1 hour

5. Why did you stop at this parklet? Select all that apply.

- ☐ To break up the walk from Bondi Junction to Bondi Beach
- ☐ To sit
- ☐ To eat or have a coffee
- ☐ To catch up with friends
- ☐ Other, please specify:

6. What do you like about this parklet? Select all that apply, or none at all.

- ☐ It makes it easier to walk around the area
- ☐ It creates opportunities to dine outdoors
- ☐ It brings more greenery to the area
- ☐ It provides spaces to relax
- ☐ It encourages people to interact more
- ☐ It makes the area look nicer
- ☐ It supports nearby businesses
- ☐ Other, please specify:

7. Do you have any ideas for how we could improve this parklet to make it a more welcoming or interesting space?

8. Would you like to see more of these parklets in the Waverley area?

- ☐ Yes
- ☐ No

As part of this project we've launched the Bondi Junction to Bondi Beach Cultural Walk. Blue dots have been placed on the footpath along the walk from Bondi Junction to the beach. These blue dots contain QR codes which link to online information about the cultural heritage of the area.

9. Have you scanned one of these QR codes?

- ☐ Yes
- ☐ No [go straight to question 12]

10. Did you learn something new about your neighbourhood's history by scanning the Cultural Walk QR code?

- ☐ Yes
- ☐ No

11. Is the retention of Bondi Road's heritage important to you?

- ☐ Yes
- ☐ No

12. If you have any other feedback about this project, let us know here.


13. Which of the following best describes you?

- ☐ I live in Bondi
- ☐ I don't live in Bondi but live in the Waverley area
- ☐ I work in Bondi
- ☐ I own a business in Bondi
- ☐ I don't live or work in Bondi but visit sometimes
- ☐ Other, please specify:

14. How did you hear about this project?

- ☐ Poster displayed at one of the parklets
- ☐ Letter in my mailbox
- ☐ Council website
- ☐ Hello Bondi website
- ☐ Council enewsletter
- ☐ Social media
- ☐ Word of mouth
- ☐ Cultural Walk footpath sticker
- ☐ Other, please specify:

Appendix E – e-Newsletters



Bondi Bounce Pride Walk

On 22 February we're installing five temporary parklets to break up the walk from Bondi Junction to the beach.

The 3.6km walk is a vibrant wayfinding journey through Bondi's history. Bounce between colourful parklet hubs and taking in the sights, sounds and stories of our diverse neighbourhood. We'll also be collecting feedback on the parklets once they've been installed.


[MORE](#)



Bondi Junction to Bondi Beach Cultural Walk

Did you know that Bondi Beach was once owned by one family and that Waverley Park was a farm? Test your local knowledge on Waverley Council's new Bondi Bounce Cultural Walk. Bondi Bounce is a four-kilometre self-guided wayfinding journey from Bondi Junction to Bondi Beach with five new temporary parklets along the way to sit, relax and take in the sights, sounds and stories of our diverse neighbourhood.

[MORE](#)



Bondi Bounce | Have your say

We've installed five temporary parklets between Bondi Junction and the beach. If you've seen or used one of these parklets, we want to hear from you.

Complete a short survey, leave a comment or share a picture of your parklet experience. Feedback closes 30 April.

[MORE](#)

REPORT
PD/5.6/23.09

Subject: Draft Urban Greening and Cooling Strategy - Exhibition

TRIM No: A23/0489

Manager: Sam McGuinness, Executive Manager, Environmental Sustainability

Director: Fletcher Rayner, Director, Planning, Sustainability and Compliance

RECOMMENDATION:

That Council:

1. Publicly exhibits the draft Urban Greening and Cooling Strategy attached to the report for 28 days.
2. Officers prepare a report to Council following the exhibition period.

1. Executive Summary

As global and local temperatures continue to rise due to climate change, Council's ability to protect and enhance greening on both public and private land is critical to managing an effective local response to the climate and biodiversity emergency. This is because trees and vegetation deliver localised cooling through shade and evapotranspiration. Vegetation can also provide biodiversity habitat and food, improved air quality, absorption of carbon, rainfall and stormwater and thereby contributes to enhanced climate resilience.

The draft Urban Greening and Cooling Strategy has been developed with support from the NSW Government's Greener Neighbourhoods grant program. The strategy proposes actions to extend the current canopy and shrub target of 29% by 2029 to 35% by 2032, recognising different tenures and approaches under four goals focusing on public land, private land, community stewardship and compliance.

2. Introduction/Background

An Urban Greening and Canopy Strategy was first proposed as part of the Council's Local Strategic Planning Statement (2020-2036) (LSPS) under Planning Priority 16: Resilient City (page 74). While Council has an existing target of 29% canopy and shrub cover by 2029, there is no consolidated strategy to detail how this target can be met. This draft Strategy sets goals and actions which can protect and increase the amount of canopy and urban vegetation on both public and private land, and also enhance our climate resilience, sustain our local biodiversity and support healthy, liveable neighbourhoods.

3. Relevant Council Resolutions

Meeting and date	Item No.	Resolution
Council 21 June 2022	CM/7.6/22.06	That Council adopts the Environmental Action Plan 2022-2032 attached to the report.
Council 25 May 2021	CM/6.4/21.05	That Council:

		<ol style="list-style-type: none"> 1. Notes that Council: <ol style="list-style-type: none"> (a) Has declared a climate and biodiversity emergency. (b) Is a signatory to the National Climate Emergency, which was launched at the National Climate Emergency Summit in 2020. (c) Has substantial programs to help mitigate carbon emissions and address climate change which focus on the community. (d) Has resolved to receive a report on joining the United Nations Race to Zero campaign. 2. Recognises that: <ol style="list-style-type: none"> (a) There is a need to advance and accelerate mobilisations to address the climate emergency and support the restoration of a safe climate. (b) In the wake of an unprecedented year of bush fires, floods and pestilence, Council has a leadership role in developing and implementing locally based solutions to mitigate and reduce carbon. 3. Investigates: <ol style="list-style-type: none"> (a) Declaring new targets for the reduction of carbon emissions by becoming net zero by 2030 so that Council will have a 100% reduction on scope 1 and 2 greenhouse gas emissions based on 2003/2004 levels. (b) This target becoming a key priority of Council's activities and incorporated into the draft 2021-22 Operational Plan that is currently on exhibition, and that the next Environmental Action Plan and the Long Term Financial Plan budgets are updated accordingly to achieve this.
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4. Discussion

International research confirms that urban greening initiatives such as planting street trees, rainwater gardens and depaving can mitigate the impacts of urban heat caused by climate change and urbanisation, while also driving down energy use required for air-conditioning. Therefore, managing and enhancing urban trees and vegetation is essential to achieving stated objectives in the Community Strategic Plan:

2.3 – Prepare and adapt to the impacts of climate change

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

Local challenges to growing and maintaining canopy in Waverley include sandy coastal soils, high density development with high land values and a large percentage of land in private ownership. Due to Waverley's coastal topography, canopy trees are not appropriate in all areas.

As of 2019, the canopy, shrub and vegetated groundcover rate in the local government area was already at 29%. The draft Urban Greening and Cooling strategy proposes extending our current target of 29% green cover (canopy and understorey vegetation, e.g. shrubs) by 2030 to 35% canopy and understorey by 2035, with differentiated goals and targets for streets, parks, compliance and private property. There are significant opportunities identified to increase green cover and canopy in the public domain. No new regulatory changes are proposed in this Strategy, but recent changes to the Development Control Plan, Tree Management Guidelines and Policy, existing objectives from the LSPS and Tree Ledger findings are incorporated.

The goals and targets were developed through regular meetings of an internal Canopy and Greening working group with Operations, Strategic Planning Assets and Environmental Sustainability teams as well as Executive Managers of Planning, Sustainability and Compliance and Major Projects, and informed by extensive analysis and consultation including:

- Public Domain Tree Inventory and Canopy Analysis (2023) – Mosaic Consulting.
- Urban Canopy Report (2022) – Good Canopy Company.
- Waverley Development Control Plan Consultation 2022.
- Waverley Tree Policy and Guidelines Consultation 2022.
- Three Council Urban Cooling Report 2022 – Player Piano Data Analytics.
- Review of Council Species Lists 2021 Which Plant Where/Macquarie University.

While there are methods of cooling related to hard materials and reflectivity, the focus of draft Greening and Cooling Strategy is to protect and enhance greening, increase surface permeability, and minimise loss of plantable areas, thereby harnessing the natural properties of trees and vegetation to moderate localised temperature increases. Further exploration of non-natural cooling methodologies and operational approaches to adapt to projected urban heat impacts will be addressed in the Climate Resilience and Adaptation Plan, currently in development and due to be completed in 2023–24.

Risk Assessments to inform this Plan have already occurred using the five pillars of Council's Resilience Framework, which are:

- Resilient assets and operations – Led by Asset Services.
- Improved social cohesion – Led by Community Programs.
- People-centred city – Led by Urban Policy and Strategic Planning.
- Emergency preparedness – Led by local Emergency Management and Public Safety Officers.
- Reducing environmental climate risks - Led by Environmental Sustainability.

The draft Greening and Cooling Strategy responds to risks that have already been identified relating to vegetation establishment and maintenance, and permeability. The more wide-ranging climate change adaptation strategy will be drafted in 2023-24 and will cover other treatments to mitigate urban heat risks through actions including material choices for capital works program, protecting vulnerable residents in extreme heat events and mitigating risks for outdoor staff.

5. Financial impact statement/Time frame/Consultation

The draft Urban Greening and Cooling Strategy was peer reviewed to ensure the targets were achievable for those areas managed by Council. Noting that there is significant variability in planting costs, weather, plant growth and maintenance, the cost estimate to meet targets is calculated at \$3.5 million over eight

years, using standard rates for planting and establishment of greater than 500 trees per annum (45 litres) in streets and parks.

The current forward budget for related Council activities is \$4.83 million, and State Government grants for tree planting are likely to be forthcoming. Therefore, additional funds for tree planting and vegetation beyond what is budgeted in existing budgets and the Long Term Financial Plan (LTFP) are not required to meet the targets. However, additional resources for irrigation and establishment may be required to ensure the survivability of new trees, streetscape plantings and other green spaces.

Existing Council resources will be utilised to support the retention of canopy on private land. This includes Compliance staff, Planning staff and relevant technical experts, such as Tree Officers.

It is proposed to exhibit the draft Urban Greening and Cooling Strategy for 28 days, after which a report will be prepared for the consideration of Council. If the Strategy is adopted, it is proposed to review the strategy after five years to adjust or strengthen the targets and actions after determining progress, which will be reported annually via Council's State of the Environment report. Monitoring and evaluation will be undertaken using NSW Government data, which is provided through the Resilient Sydney Program.

6. Conclusion

The draft Urban Greening and Cooling Strategy will protect and enhance greening on both public and private land as an effective local response to projected temperatures increases caused by climate change. It will ensure Waverley's public parks, streets and private properties retain and increase vegetation cover enhancing regional climate resilience, and ensuring healthy, nature positive neighbourhoods into the future.

7. Attachments

1. Draft Urban Greening and Cooling Strateg.



2023

Urban Greening and Cooling Strategy



second
nature



URBAN GREENING AND COOLING STRATEGY 2023

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We pay respect to the Bidjigal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney coast and the land and sea country of Waverley, and to Elders past and present. We acknowledge the survival and ongoing resilience of indigenous ways of knowing, being and doing, and work to ensure the actions in this Environmental Action Plan help strengthen connection to culture and community. By respecting Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters, we can value, learn and strengthen protection of our environment.

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A Message from our Mayor

Council's ability to protect and enhance greening on both public and private land is critical to managing an effective local response to the Climate and Biodiversity Emergency and ensuring sustainable, liveable, and resilient neighbourhoods.

Ensuring Waverley is nature positive, which means species and ecosystems are being restored and regenerated rather than diminished, will help us protect and sustain healthy trees which provide shade and shelter, improve air quality, absorb carbon and rainfall, cool local environments, and support our local native wildlife.

Protecting, restoring and repairing our urban vegetation will mitigate heat islands, reduce the need for air conditioning, and increase local amenity by encouraging walking and physical activity through our green spaces and village centres. The protection and preservation of urban vegetation is a crucial action for any organisation that is serious about addressing climate change.

This strategy, funded through the NSW Government Greener Neighbourhoods program, sets goals and actions which detail how increasing urban trees and vegetation, whether in public or private realm, can enhance our climate resilience. Further exploration of non-natural adaptations to projected urban heat increases will be addressed in Council's upcoming Climate Resilience Adaptation Action Plan.

Paula Masselos, Mayor of Waverley





Introduction

Managing and enhancing urban trees and vegetation is essential to achieving two stated objectives from the Waverley Community Strategic Plan:

2.3 Prepare and adapt to the impacts of climate change

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

Securing our tree canopy is also required by the Greater Sydney Region Plan, and Waverley’s Local Strategic Planning Statement, which specify increased canopy cover to provide shade, reduce ambient temperatures and mitigate the urban heat island effect.

Local challenges to growing and maintaining tree canopy in Waverley include sandy coastal soils, extremely high density, large percentage of land in private ownership and high land values. However, mature trees, leafy parks and healthy bushland are key elements of local character, so in 2018 Council set strong targets to grow the urban canopy and shrubs in both public and private properties to a level of 29% to provide shade for open spaces and walking, and reduce heat, improve conditions for wildlife and improve amenity.

To further enhance climate resilience in Waverley, we are extending our target for increased vegetation cover. With funding from the NSW Government’s Greener Neighbourhood grant, Council has developed this Greening and Cooling strategy to guide decisions and investments that coordinate the protection and management of urban trees and vegetation to achieve **new targets of 35% Green Cover by 2032, comprising 20% canopy cover and 15% shrub cover.**

Extending our green cover target from

by 2029 by 2032

To achieve this, Council will focus efforts around the following four goals:

1. Protect, restore and repair public trees and green space
2. Foster and value protection of vegetation on private land
3. Activate community stewardship for trees and greening and
4. Safeguard our trees and vegetation assets



Challenges

Waverley is densely populated by national standards, with over 68,000 residents. Over 80% of our homes are classified medium or high density, and average house prices are some of the highest in Australia.

Set mostly on shallow, sandy soil overlying sandstone. Council works hard to support and manage public trees and green spaces.

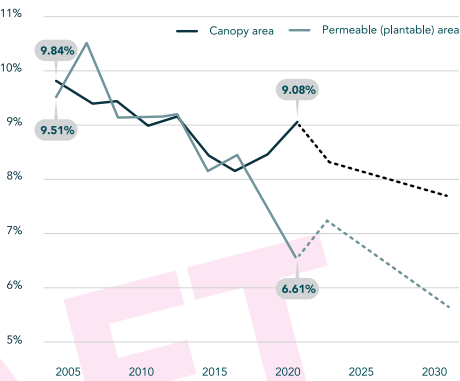
With its iconic coastline, and a climate providing pleasant and almost year-round access to famous beaches and open spaces for a wide range of recreational activities, Waverley has high visitation, welcoming over 2 million visitors each year.

However, projected climate impacts for Waverley, including increasing temperatures and storm frequency, decreases in average rainfall, but increases in extreme rainfall and shifting seasonality, present challenges to keeping our trees and vegetation healthy. Development pressures, vandalism and invasive species also threaten our vegetation assets. Without trees, and shrubs, we are unable to harness the cooling benefits that vegetation can provide, as temperatures increase under climate change.

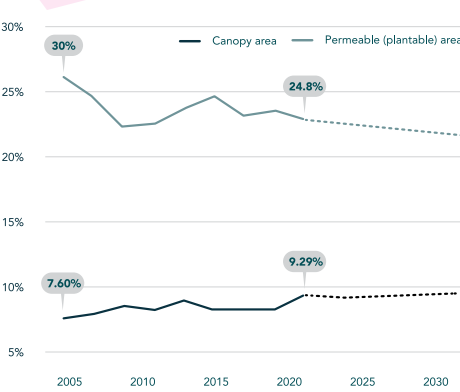
Despite historically low canopy and high levels of hard (non-permeable) surfaces, Council has increased vegetation cover since 2005 by successfully managing trees in our streets and parks. However, new planting is prohibitive, due to land prices and existing residential density. A recent aerial study* shows significant loss of trees on private land.

Increased building footprints reduces the amount of plantable land and available soil, deep enough to maintain existing urban vegetation levels. The amount of permeable area on private land, estimated to be only 6%, is also decreasing.

Private permeability and tree canopy (% cover)



Public permeability and tree canopy (% cover)



Once plantable area is gone, it cannot be for planting in future. Therefore, this strategy sets targets for increasing trees and vegetation not only in our public parks and streets but also protecting vegetation and deep soil on private land, activating community stewardship for greening initiatives and safeguarding the trees we have.

* This study used machine learning to map the presence of trees/vegetation and permeable surfaces using aerial photographs between 2005-2020. Variation in the historical record can be attributed to different seasons or shading detected in available photography.



Benefits of greening

Urban trees and vegetation ensure sustainable, liveable and resilient neighbourhoods. They shade and shelter, improve air quality, absorb carbon and rainfall, cool local environments, and support local wildlife.

Despite less than 2% of Waverley's pre-1788 bushland remaining, Waverley is home to significant local and regional biodiversity and currently supports 5.8 hectares of coastal native vegetation, 123 native plant species and over 50 native creatures. Council manages increasingly rare remnant coastal vegetation communities, a critically endangered ecological community and native vegetation in our parks and reserves. Native trees and vegetation provide an insight into pre-Colonial times and provide both shelter and food for the wide range of local birds, insects, reptiles and mammals that live here. Protecting and managing habitat corridors, including the remnant patches of Coastal Heath bushland along the coast between Dover Heights and Bronte, and supporting planted native bushland supports biodiversity in the area and ensure precious species and natural heritage are not lost.

Healthy tree canopy is increasingly recognised as an effective and acceptable tool for increasing climate resilience in urban neighbourhoods.¹ This is because all trees and shrubs provide shade and evapotranspiration, which reduces ambient temperatures and mitigates urban heat islands, which are urban hot spots where concentrated amounts of non-permeable and dark-coloured surfaces cause localised warming.² In fact, it has been calculated that every 10% increase in

tree canopy cover can reduce land surface temperatures by 1.13° Celsius.³ Vegetation is effective against localised flooding, as it can intercept, absorb and filter stormwater in urban settings.⁴

Healthy urban vegetation also provides a range of ecosystem services in addition to urban heat mitigation including protection for the health of soil and waterways, improved air quality and promoting social cohesion and wellbeing,⁵ and helps to ensure that our open spaces are high-quality, and can continue to provide opportunities for passive and active recreation.

And while some residents may not value trees in some locations, it has been shown that street trees can increase real estate value. It has been calculated that a 10% increase in street tree canopy can increase the value of properties by an average of \$50,000.⁶

Trees and vegetation, whether on streets or private properties, or in parks and bushland, can play a role in creating a *Nature Positive* Council where local species and ecosystems are being restored and regenerated, rather than declining. This strategy seeks to address the challenges to greening in both public and private spaces, so as to harness the multiple benefits that vegetation can provide and support enhanced climate resilience in Waverley.

1. Lee et al 2015

2. Mills 2014

3. Adams and Smith, 2014

4. Berland et al 2017

5. Threlfall C et al 2016, Chen W 2017, Ossola A et al 2015 and Rugel et al 2019

6. Swinbourne and Rosenwax, 2017



Healthy native shrubs in Varna Park



Rooftop SkyPark in Bondi Junction



Green walls at Whitton Lane



Waverley Community gardeners



Relaxing in Clementson park



Rooftop bushtucker at Westfield



Diamond Bay Bushcare volunteers



Langlee Lane shared garden



Council's Living Connections program



Iconic Species of Waverley

Waverley is home to rare and threatened plant species, as well as plants and animals that are rapidly disappearing, or have already disappeared, elsewhere in Sydney. Increasing canopy and understorey in Waverley will maximise opportunities to support and connect with local native animals and species, and assist adaptation of natural systems to the impacts of climate change.



Eastern Suburbs Banksia Scrub

Council is home to the critically endangered plant community Eastern Suburbs Banksia Scrub, which is protected under Commonwealth and State legislation. It occurs on nutrient poor aeolian soils, and can be found on private and public land adjoining York Road and within Queens Park.



Sunshine Wattle

Found only on coastal scrub on sandy soils, Council has supported the natural regeneration of the only population of Acacia Terminalis subspecies Eastern Sydney, a critically threatened pale yellow wattle near the coastal cliff of Dover Heights. The Waverley subspecies is hairier, possesses thicker flower stalk and wider seed pods. A fire temperature of 60 degrees is required for optimum germination.



Superb Fairy-wrens

The male Superb fairy-wren sports a sky blue-coloured cap, neck and face patch, which becomes iridescent during breeding season. The non-breeding males and females have mostly grey and brown plumage, and are harder to spot. Superb Fairy-wrens can be seen in areas of Waverley that offer understorey for shelter, such as along the coastal fringe in shrublands and heath vegetation, and in private gardens that offer dense native shrubs and bushes. This charismatic little bird lives in sedentary family groups, staying in the same territory for many years, while the young females have to leave that group and find and set up a territory in a new area.



New Holland honeyeaters

The New Holland honeyeater can be found in Coastal Heath and gardens, mainly where and banksias are found. An inquisitive and social bird that mixes with other types of honeyeaters, they mostly eat the nectar of flowers, but also eat fruit, insects and spiders, with most feeding taking place in lower areas of bushes and thickets. You can often see them perched on dead twigs at the top of a tree or shrub, as this offers them a safe 360 degree lookout.



Eastern blue-tongued lizards

One of the largest skinks in NSW, Blue Tongues can sometimes be found basking in sunny areas before taking cover or foraging for food like slow moving beetles or snails in the undergrowth. When threatened they might stick out and flatten their large blue tongue, to frighten predators away. If they have food and shelter, the Eastern Blue-tongue can breed every year, on average giving birth to 10 live young.



Microbats

Half of Sydney's 20 microbat species are listed as threatened, but some such as Gould's Wattled Bat *Chalinolobus gouldii* are found in areas of Waverley such as clifftop overhangs, where they roost in small colonies. Microbats can also be found in the stumps and hollow limbs of trees or in bird nests, and can sometimes be found around urban buildings. Microbats can sometimes be seen at night darting around bright lights to hunt for insects using echo-location, and can consume up to half their body weight in insects each night.



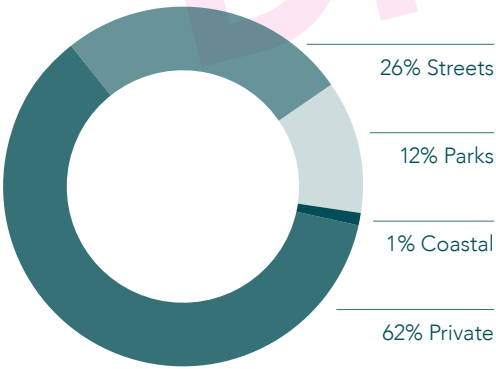
Where we are at

Council first set a target for increasing tree canopy and shrub cover in 2018. Recent assessment indicates that canopy has increased by 10%, primarily in Council parks.

To ensure we manage and maintain these our vital environmental assets, Council has recently undertaken a comprehensive audit of all our public trees in parks and streets and recorded tree species, age, size, health, and potential risks.

Council has recently updated its Tree Management Guidelines and Policy to clarify and standardise our approaches to providing and maintaining our tree assets and ensuring we can replace and restock this renewable resource within Council’s planning and budgetary cycles.

Land use in Waverley



Council has also strengthened regulatory controls to improve the quality of our public domain and included objectives to reduce urban heat islands and improve canopy and deep soil plantings in the Local Environmental Plan. Specifically through clause 1.2

- *To achieve high quality public domain with significant tree canopy and accessible open space*

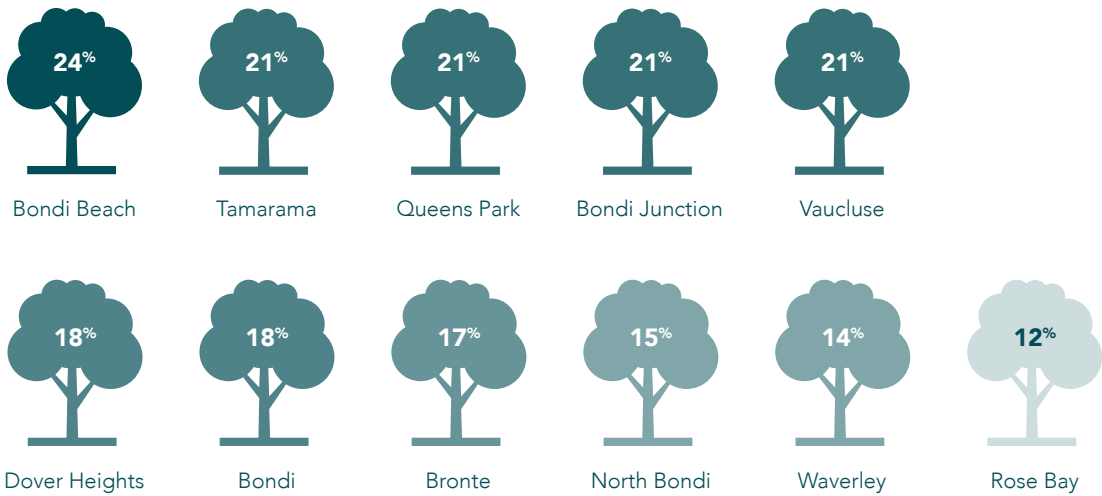
and through the inclusion of new objectives for low density, medium density and high density residential zones (R2, R3 and R4).

- *To promote development that incorporates planning and design measures that reduce the urban heat island effect*
- *To improve the urban tree canopy by providing high levels of deep soil planting and additional landscaping*

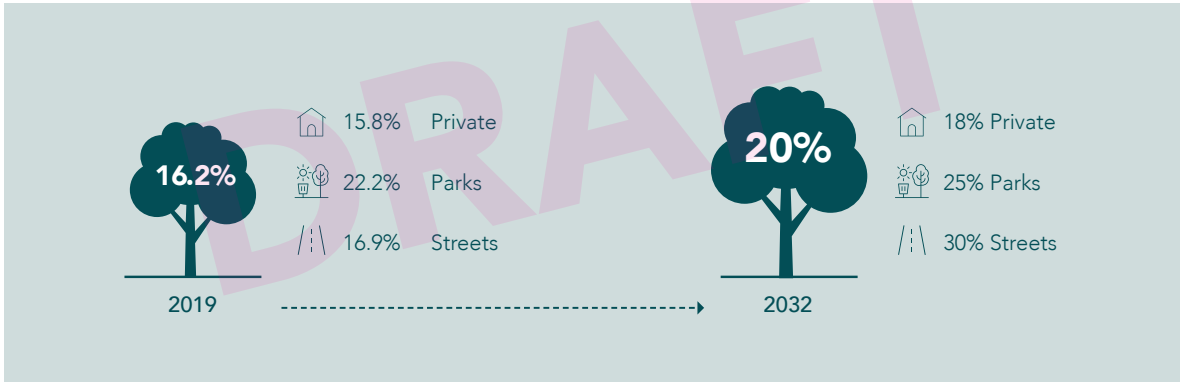
Council also, following extensive consultation, strengthened protections for canopy in the Waverley Development Control Planspace and improving tree replacement requirements.

The new strategy and targets build on the current actions and recognise the different challenges and opportunities that exist for sustaining trees in public and private spaces. It approaches local greening and cooling in consideration of ownership, related management responsibilities, community value and compliance actions.

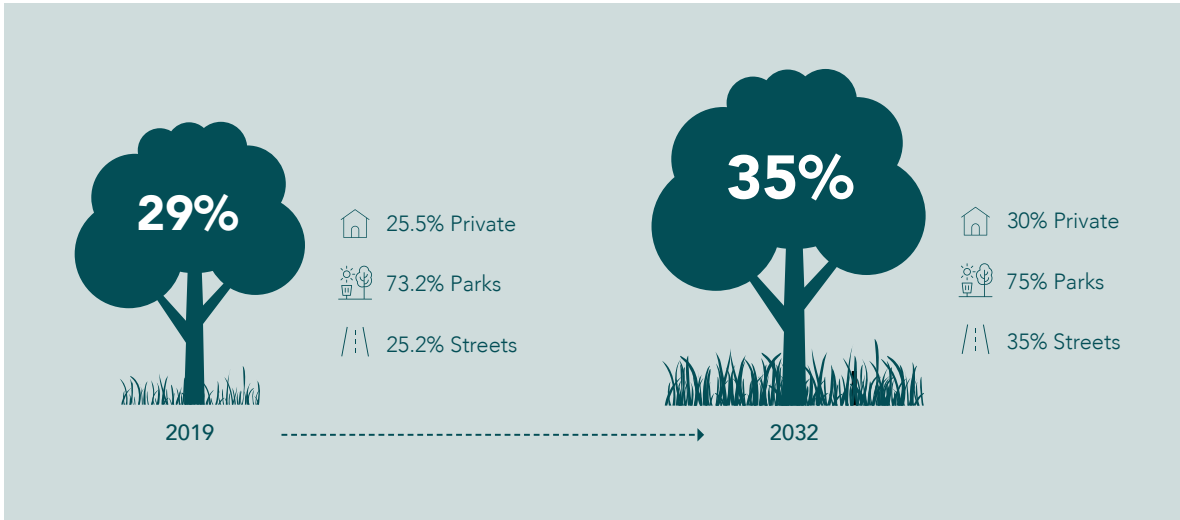
Canopy by suburb (2022)



LGA-wide canopy target



LGA-wide green cover target (includes canopy, shrub and vegetated ground cover)





GOAL 1

Protect, restore and enhance public trees and green space

DELIVERED BY OPEN SPACE AND RECREATION OPERATIONS // INFRASTRUCTURE SERVICES



Targets

30% Street Canopy (~500 trees p.a.)	25% Parks Canopy (~40 trees p.a.)	200sqm Increase public space permeability p.a.
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Actions

- Establish and promote LGA-wide targets with timeline and responsibility for implementation.
- Digitise the Public Tree Inventory on Council's asset management system (Discover) and enable dashboards for public information on progress
- Identify priority planting sites, and large planting projects, and publish online to confirm Council's mandate to plant
- Implement strengthened tree protections, outlined in LEP, in DCP and Tree Management Policy and guidelines
- Increase public space permeability and incorporate urban vegetation in streetscape upgrades, supported by strategic plans and budgets and the application of the Street Design Manual
- Ensure species selection prioritises climate ready plants, based on projected climate
- Establish management and maintenance priorities to protect the health of existing trees, shrubs and ground covers, including increased resources for establishment irrigation
- Establish pre-grow contract with suppliers based on tree planting projections





GOAL 2

Foster vegetation protection on private land

DELIVERED BY URBAN PLANNING POLICY AND STRATEGY // ENVIRONMENTAL SUSTAINABILITY



Targets

| 20% Private Canopy

| Minimise loss of deep soil

Actions

- Implement strengthened tree protections, outlined in Waverley Local Environment Plan and Development Control Plan to protect vegetation on private property
- Explore incentives for landowners to value, maintain and protect mature trees as an element of local character, through positive covenants, financial assistance or other support
- Provide guidance on green roofs and walls
- Investigate applying financial bonds for tree protection and public works on public land as part of development applications
- Investigate strengthening deep soil protections in Development Assessment pathways





GOAL 3

Activate community stewardship for trees and greening

DELIVERED BY ENVIRONMENTAL SUSTAINABILITY // COMMUNITY PROGRAMS

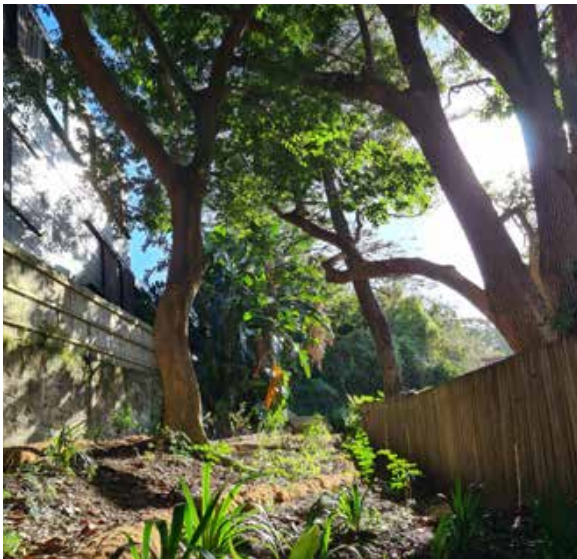


Targets

1000 Habitat gardens	150 Approved verges	50 Tree requests
50 Significant trees identified	25 Community managed gardens	

Actions

- Promote and support habitat gardening including through Council’s Living Connections program
- Support verge gardening and public gardening, including on private land
- Identify opportunities to integrate woody meadows into verges and streetscapes
- Call for community nominations of notable and significant local trees to finalise and update the Significant Tree Register
- Investigate opportunities for private or corporate sponsorship of tree planting and carbon sequestration assets





GOAL 4

Safeguard our trees and vegetation assets

DELIVERED BY COMPLIANCE // FINANCIAL SERVICES // COMMUNICATIONS



Targets

- | Eliminate tree vandalism
- | No loss of remnant vegetation

Action

- Improve compliance reporting on tree removal and tree vandalism
- Implement Biodiversity Action plan and ecological restoration plans
- Communicate progress on greening targets and successful prosecutions to the community
- Separate referrals for tree protection orders from Development Assessment referral pathways
- Increase fees for tree permits to cover administrative costs/fees and rebate cost once tree reaches 3 metres
- Follow up on Development Assessments where trees and vegetation have been required as part of a development consent, prior to issuing Occupation Certificates



Context of the Urban Greening and Cooling Strategy

A hierarchy of statutory and non-statutory mechanisms govern vegetation management and protection within the Waverley LGA. This Strategy ensures management of our urban vegetation is in accordance with current legislative and regulatory requirements and aligns with policy, planning controls and community needs. This Strategy is one component of the actions required to enhance climate resilience as outlined in Waverley’s Resilience Framework.



Monitoring Progress

We will report annually on the following outcomes of the strategy and publish progress against individual goals online, and review after 5 years (2027) to adjust actions or targets.

Objective	Increase canopy and greencover in Waverley to enhance cooling and climate resilience		
Outcomes	Healthy thriving trees, shrubs and ground cover on streets, parks and private land	Water sensitive urban design – in-cluding species, upgrades and operations	Reduced urban heat, including transport routes and biodiversity corridors
Indicators	Successful vandalism prosecutions (Council data) Annual Vegetation coverage data (NSW Govt)	Achievement of Council water targets (Council data) Public domain permeability trends (NSW Govt)	Minimisation of Urban Heat Islands (NSW Govt) Annual Local Temperature reductions (NSW Govt)