



**COUNCIL MEETING**

**ATTACHMENTS UNDER SEPARATE COVER**

**7.00 PM, TUESDAY 20 FEBRUARY 2024**

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**ATTACHMENTS UNDER SEPARATE COVER**

**CM/7.1/24.02 Delivery Program 2022-26 - Six-Monthly Progress Report**

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# Waverley 2024

Six Monthly Progress Report  
1 Jul – 31 Dec 2023

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



WAVERLEY  
COUNCIL

SIX MONTHLY REPORT JUL-DEC 2023

1

# Acknowledgement and our reconciliation vision

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

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

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

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

# Introduction

Welcome to Council's Six-Monthly Progress Report. This report sets out progress on the delivery of the activities contained in the Council's Operational Plan 2023–24 and Delivery Program 2022–26.

This document is based on the Waverley Community Strategic Plan 2022–2032 and is part of the Integrated Planning and Reporting Framework required under the *Local Government Act 1993*.

The report sets out many of the highlights of the first six months of the financial year 2023–24 and shows that Council made significant progress in implementing its Operational Plan objectives. Hon. Anthony Albanese MP, Prime Minister of Australia, officially commemorated Council's heritage restoration of the historic Bondi Pavilion at a plaque unveiling and tour of the beachside venue. The Hong Kong Green Building Council gave five star rating for Bondi Pavilion Restoration and Conservation Project.

Council established the Women's Council to the Mayor in July 2023 to advise the Mayor on matters relevant to women and girls in the local area to help guide actions by Council to support this section of the community better. The Council to the Mayor held its first roundtable in October 2023, where its 20 founding members identified three key challenges affecting women and girls in Waverley.

Council adopted the Urban Greening and Cooling Strategy at its meeting in December 2023. Council is progressing its Coastal Management Program (CMP) including updating the CMP scoping study.

In December 2023, Council reopened the inclusive Waverley Park Playground, home to Sydney's newest rocket ship and bespoke launch control play tower with children dressed in astronaut costumes.

In November 2023, Council launched three new engagement projects to gather information to address housing and housing affordability concerns in the local government area (LGA).

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



# Part 1

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## Operational Plan achievements





# Theme 1: People

**Our People theme focuses on a cohesive and connected Waverley community**

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

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

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

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

THEME 1: PEOPLE

2023 Festival of the Winds



## People: Key Highlights

### 2023 Mark and Evette Moran Nib Literary Award

The Mark and Evette Moran Nib Literary Award is Council's annual celebration of Australian research and writing. In November 2023, Alison Bashford, author and Professor at the University of New South Wales was awarded the 2023 Mark and Evette Moran Nib Literary Award for her book *An Intimate History of Evolution: The Story of the Huxley Family* (Allen Lane). This year's Award offers Bashford a major prize of \$40,000.

The \$4,000 Nib People's Choice Prize was awarded to *The Age of Seeds* by Fiona McMillan-Webster (Thames & Hudson Australia). Hundreds of votes were received from around the country in support of Nib People's Choice Prize.

Shortlisted authors were selected from 239 nominations received across the country. Each shortlisted author received the Alex Buzo Shortlist Prize (\$1,500). Joining Alison Bashford and Fiona McMillan-Webster, the shortlisted authors were:

- *Anam* by André Dao (Hamish Hamilton)
- *Emperors in Lilliput* by Jim Davidson (The Miegunyah Press)
- *Life So Full of Promise: further biographies of Australia's lost generation* by Ross McMullin (Scribe Publications)
- *Shirley Hazzard: A Writing Life* by Brigitta Olubas (Virago)



2023 Mark and Evette Moran Nib Literary Award



● THEME 1: PEOPLE

## Women's Council identifies key challenges for women and girls in Waverley

Council's newly formed Women's Council to the Mayor identified access to safe and affordable housing as one of the top three challenges facing women, young women and girls in Waverley.

Council established the Women's Council to the Mayor in July 2023 to advise the Mayor on matters relevant to women and girls in the local area to help guide actions by Council to support this section of the community better.

The Council to the Mayor held its first roundtable in October 2023, where its 20 founding members identified three key challenges affecting women and girls in Waverley:

1. Providing affordable, social and women's refuge housing.
2. Connections, mentoring and building healthy relationships.
3. Mental health and wellbeing.

## Sculpture by the Sea

The annual outdoor exhibition, Sculpture by the Sea was held from 20 October 2023 to 6 November 2023 on the Coastal Walk from Bondi to Tamarama, featuring more than 100 sculptures by artists. The 25th anniversary of the event attracted around 500,000 people. John Petrie (NSW) won the Aqualand Sculpture Award of \$100,000 for his work 23.5°, a monumental 2.6 m high abstract stonework.

Acclaimed artists such as Chinese artist Chen Wenling and regular exhibitors Philip Spelman, Ron Gomboc, and Ayako Saito participated. The event extended support for Ukrainian artists, with Nazar Bilyk debuting in 2023. Last year, Sculpture by the Sea supported emerging talents with 34 first-time exhibitors.

## Youth Summit 2023

In September 2023, Council's Youth Summit empowered children and young people to have more significant influence on council processes that impact on them and programs that benefit them. The event offered a unique platform for student leaders from local schools to advocate for the interests and

concerns of young people in Waverley. The summit brought together 34 students from nine local schools.



Youth Summit 2023

## Inter-generational programs

Two intergenerational sessions were held in November 2023. 11 Year 10 students and 19 seniors participated in an exercise class and lunch on 6 November 2023. Staff observed increased conversation and connections between seniors who attended the Monday exercise program. Six seniors participated in an information and music presentation at St Clare's on 21 November 2023. Students and seniors shared school experiences, changes in education and friendships formed due to pilot program participation.

## Partnerships to address street homelessness

Monthly meetings are held with the Eastern Suburbs Homeless Assertive - outreach Collaborative (ESHAC). Coordination and preparation with ESHAC and regional Councils for the February 2024 street count are in progress.

## Support for women facing domestic violence

Two early intervention and prevention activities were held for 16 days. Council partnered with the NSW Police to create awareness of domestic violence awareness and provide support information. Bondi Beach observance was organised with Bondi Beach Cottage and the local Domestic and Family Violence Services. More than 100 children, youth and families attended the Coercive Control Forum organised in partnership with Randwick Council and Eastern Suburbs Domestic Violence Network (ESDVN).



● THEME 1: PEOPLE

## Events at the Library

The Library organised 286 programs that engaged 7,303 members of the community. A digitisation station was introduced with demonstrations attracting 182 people across five sessions. The Library also organised virtual reality demonstrations, 3D printing workshops, stop motion animation classes, and graphic design lessons. These sessions included Green Thumb workshops (70 attendees over five small-group sessions), Bad Movie Club (six sessions with 316 participants), HSC talks, and craft workshops (e.g. Kimono dressing workshops and Xmas Gingerbread House making).

## Arts and Cultural Programs

Arts and cultural programs delivered include Nib Literary Award, Classic Hits monthly concerts, Sydney Fringe Festival, Wendy Harmer author talk, An Evening with Ursula Yovich, Bondi Festival, Bondi Pavilion Art Gallery exhibition program, Waverley Library exhibition program, Lisa Odour-Noah and Miriam Lieberman Live at the Pav concert, Children Art Stinky family show and Junkyard Beats family show.

## Festival of the Winds

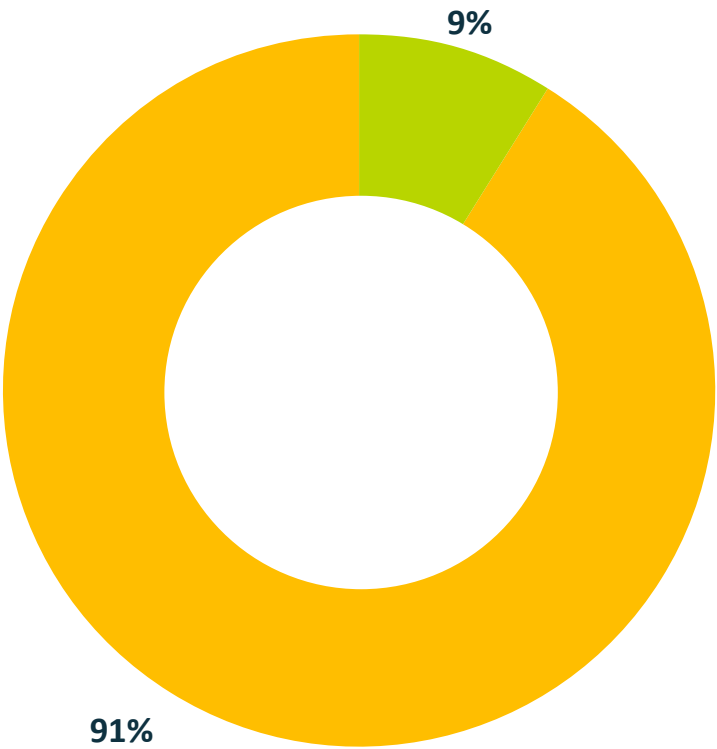
Festival of the Winds is one of the world's largest and best-known kite festivals. In September 2023, the festival celebrated its 45th anniversary in Bondi. Organised by Council and the Australian Kite Flyers Society, Festival of the Winds featured kite-flying displays, performances and concerts in Bondi Park, a kids' zone in North Bondi Park, with kitemaking workshops, crafts and food and drinks offerings in Bondi Park.



2023 Festival of the Winds

THEME 1: PEOPLE

People:  
Progress Summary



Completed	9%
In Progress	91%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—



## Theme 2: Place

### Our Place theme focuses on the natural and built environment

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

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

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



THEME 2: PLACE

Charing Cross Streetscape Upgrade



## Place: Key Highlights

### Five star review for Bondi Pavilion

Council's award-winning Bondi Pavilion restoration received five star reviews from the prestigious Hong Kong Green Building Council (HKGBC), whose representatives toured the heritage building in October 2023.



Around 35 Hong Kong delegates toured the Pavilion with Mayor Masselos (pictured front- centre).

HKGBC has been proactively engaging with counterparts from around the globe to create learning and exchange opportunities for its members to accelerate the practice of green building development in Hong Kong, one of the world's most densely populated areas.

Sustainability features of the restoration project include:

- An 100% electric building with 217 solar panels that provide 71% of the building's power needs during the day
- 80% of existing structure retained to embody energy and materials
- About 90% of the construction waste recycled
- Connected to a centralised stormwater harvesting system located at south Bondi Park which provides 100% of irrigation needs and for our public bathrooms
- Improved thermal comfort in our open spaces and enclosed habitable rooms by minimising VOCs, using green star tagged products, and through using natural ventilation whenever and wherever possible

## THEME 2: PLACE

- A Building Energy Monitoring System that measures consumption of energy output and input. The system also controls ventilation and temperature and can be remotely controlled to reduce energy consumption
- Nearby electric vehicle charging stations, public transport and bike racks on our doorstep
- Land use and ecology were a major focus, with new mass-planted mounds, timber seating and new native tree planting.

The Bondi Pavilion Restoration Project has won several industry awards, including:

- 2023 Heritage Awards Judges Choice award
- Australian Institute of Landscape Architects' State Landscape Architecture Award for Civic Landscape
- A Public Architecture award at the 2023 NSW Architecture Awards
- Robin Dods Roof Tile Excellence Award in the 2023 Think Brick Awards.

On 24 August 2023, The Hon. Anthony Albanese MP, Prime Minister of Australia officially commemorated Council's heritage restoration of the historic Bondi Pavilion at a plaque unveiling and tour of the beachside venue.



Prime Minister Anthony Albanese celebrates the plaque unveiling with Waverley Council General Manager, Emily Scott (far left) and Waverley's Councillors, including Mayor Paula Masselos (in green).  
Picture: Deborah Field.

At the unveiling, he told guests that: *"The restoration of Bondi Pavilion has brought back the sparkle to one of our most loved buildings. Just as you can't imagine Sydney Harbour without the Opera House, you can't imagine Bondi Beach without the Pavilion. Bondi is a much-loved national treasure. One of the expressions of that love is that we never take it for granted. We have to protect it and nurture it, because even a treasure like Bondi needs a boost sometimes to be at its best".*

## Streets as Shared Spaces

In September 2023, Council's Strategic Planning and Development Committee voted to retain the parklets in Wairoa Avenue, Bondi Beach, and Watson Street, Bondi for a further six months. Funded by the NSW Government, Council's Streets as Shared Spaces (SASS) parklet trial has been a success.

Parklets in Boonara Avenue and Ocean Street, Bondi and Waverley Street, Bondi Junction will be moved to new temporary locations based on expressions of interest, strategic merit and assessment and approval by the Waverley Traffic Committee.

Council also voted to instruct officers to prepare a further report to Council about arrangements to:

- Support the leasing of parklets to business owners. Eligibility, partnership conditions, program operations and maintenance responsibilities will be finalised ahead of parklet leasing.
- Required amendments to the Waverley Development Control Plan to broaden the opportunity for businesses to seek footpath seating.
- Opportunities to implement a Verge Program for kerb extensions or verge upgrades based on feedback.

During the trial, the Council collected community feedback to determine which trial parklet locations should be extended or relocated, or alternatively, if the space should be considered and designed as a permanent landscaped space with seating. Feedback received during the SASS trial included location-specific learnings for parklets and our streetscapes and this feedback will influence the ongoing Waverley Council Parklet Program.

## New Road technology trial

In October 2023, Council trialled a road surfacing technology that can contribute to longer-lasting roads and significantly reduce the number of tyres going to landfills. Council is participating in a cross-council initiative with the Southern Sydney Regional Organisation of Councils (SSROC) to trial crumb rubber asphalt made of recycled tyres. Initial findings indicate that this type of asphalt can double the life of the road.

The trial project was completed at Yenda Avenue in Queens Park, with works completed in October 2023.



THEME 2: PLACE

In this trial across twelve council areas, the asphalt used in pavement reconstructions will utilise approximately 2,400 car and 490 truck tyres – the equivalent of 3,600 standard passenger car tyres.

## Waverley Park Playground reopened

In December 2023, Council reopened inclusive Waverley Park Playground, home to Sydney's newest rocket ship and bespoke launch control play tower with children dressed in astronaut costumes.

The Council received a \$1.75 million grant from the Public Spaces Legacy Program to assist in funding Waverley Park upgrades, including the new inclusive playground, park lighting upgrades, landscaping, and relocation of a fitness station.

Access and inclusion are at the heart of the playground and fitness station design for diverse age groups and abilities.

The design was informed by community feedback collected across two rounds of consultation and achieves Waverley's vision to upgrade the park to a district-level inclusive play space catering to all visitors as identified in Waverley Council's Play Space Strategy, Inclusive Play Space Study and the Waverley Park Plan of Management.

The rocket ship and launch tower is a modern reproduction of the park's original rocket ship that was installed in the 1960s and reimagined to expand the play experience for everyone and meet modern safety standards.

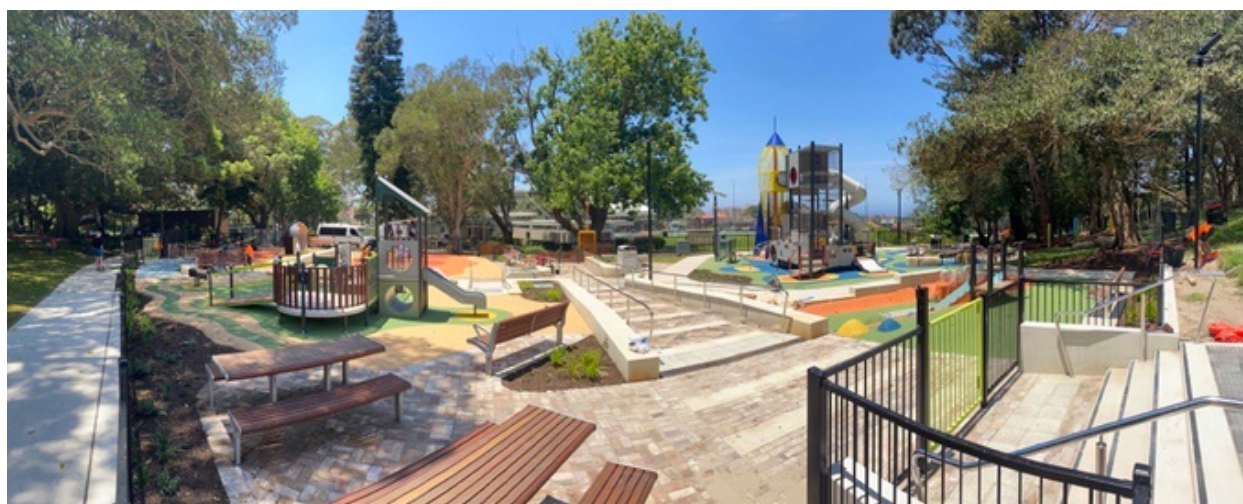
## Housing affordability at the top of priority list

In November 2023, Council launched three new engagement projects to gather information to address housing and housing affordability concerns in the local government area (LGA). This comes as SGS Economics and peak body National Shelter released its annual Rental Affordability Index (RAI), which compares rental costs to household incomes.

The index found that Greater Sydney is now the least affordable capital city in the country and that renters in every capital city are now in a worse position than they were in 2019, before the start of the pandemic.

According to the NSW Department of Families and Justice, as a rule of thumb, housing for very low to moderate-income earners is usually considered affordable if it costs less than 30% of gross household income.

To help address some of the community's housing issues, Council is updating its Affordable Housing Tenancy Policy to improve access to Council's affordable housing program for a wide range of households, including single-parent families, and essential workers on low incomes.



Waverley Park Playground

THEME 2: PLACE

## Charing Cross Streetscape Upgrade

In November 2023, Council invited community feedback to provide feedback about the Review of Environmental Factors (REF) for the Charing Cross Streetscape Upgrade project.



The project aims to preserve the beauty and character of Charing Cross while making it more sustainable and safer for pedestrians and all road users.

The REF summarises the assessment of the potential environmental impacts of the proposed upgrade which aims to improve the Charing Cross business district's economic and social vibrancy and make it safer, more accessible and sustainable.

Highlights of the project include:

- Upgraded landscaping, including new trees and street furniture
- Safety improvements for all transport modes, including the introduction of a 40km/h area as part of a more comprehensive LGA project
- Improving sustainability through water-sensitive urban design
- Widening of footpaths to improve access
- Undergrounding of overhead powerlines
- New multi-function poles and upgraded lighting to replace existing Ausgrid poles and will reduce spill lighting onto buildings
- Improved stormwater infrastructure.

Once the REF is evaluated, a contractor will be appointed to undertake preliminary electrical works in 2024, including undergrounding power lines.

The proposal site is located within the village centre, along a section of Bronte Road between Church Street and its intersection with Albion Street. It is centred around the six-way intersection of Bronte Road, Carrington Road and Victoria Street and also includes

a section of Victoria Street and Carrington Road, near the intersection with Bronte Road.

## Net Zero Alliance

In August 2023, leading business and community organisations gathered in Sydney for the launch of the Waverley Council Net Zero Alliance.

The Net Zero Alliance will support and assist Council to achieve its community target of net zero greenhouse gas emissions by 2035.

Founding members Sydney Roosters, Waverley College, St Catherine's School, Sydney and the Bondi & Districts Chamber of Commerce will work with the Council and each other to help make sustainability second nature within their networks to benefit the Waverley community and Sydney's east at large.

At the launch, Mayor Paula Masselos outlined the Council's pathway to net zero, including changes to development control plans, low emissions transport and working collaboratively with Alliance members to accelerate outcomes.

Forum speakers also discussed the variety of actions their organisations are taking to achieve net zero, including climate advocacy in sport (Easts), supporting small businesses to save energy costs (Bondi Chamber of Commerce) and what it means to be a sustainable school (Waverley College). Josie Ashton, Strategic Partnerships Manager, Rewiring Australia spoke about the importance of electrifying our homes and industries to support the transition to net zero.

## Building Futures Program

Building Futures is a free Council program to help larger strata buildings (25+ units) save money on energy and water bills and improve environmental performance. Participating buildings work towards reducing common area energy use by 20%, reducing operating costs and carbon emissions.

Five buildings were engaged in the 2023-24 Building Futures Program, and building assessments are underway.

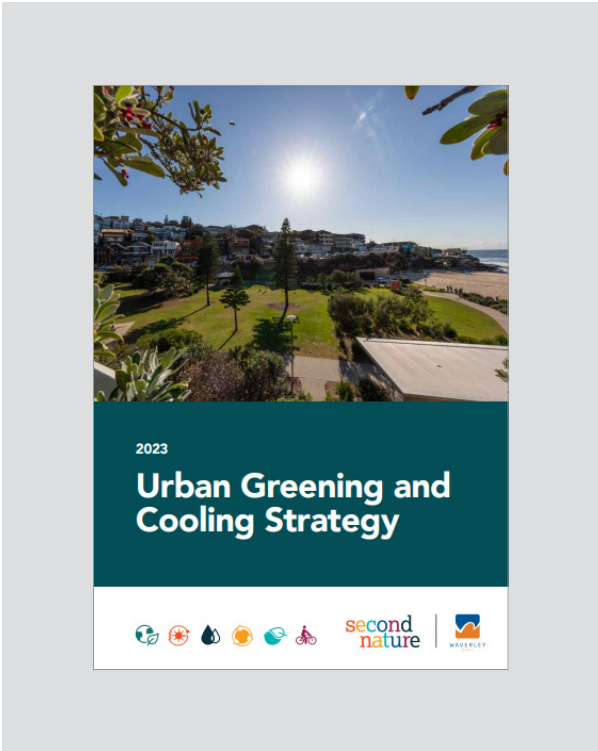
THEME 2: PLACE

Urban Greening and Cooling Strategy

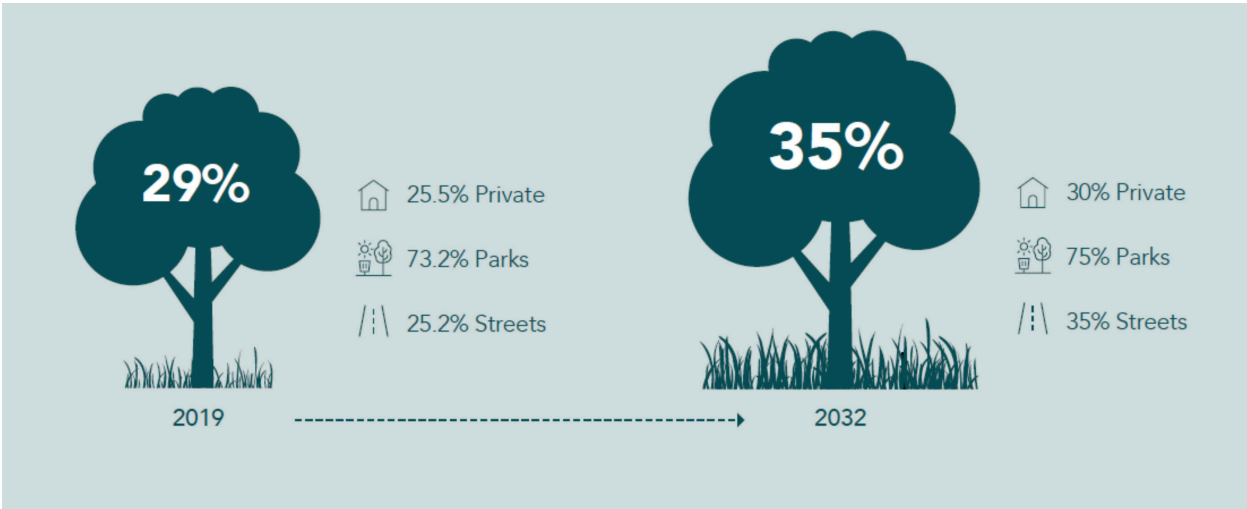
Council adopted the Urban Greening and Cooling Strategy at its meeting in December 2023. Council is progressing its Coastal Management Program (CMP) including updating the CMP scoping study. Council’s Urban Greening and Cooling Strategy will enhance our climate resilience, sustain our local biodiversity and support healthy, liveable neighbourhoods.

The Urban Greening and Cooling Strategy sets out actions to extend Waverley’s tree canopy and green cover target to 35% by 2032 under four goals, focusing on public land, private land, community stewardship and compliance.

Below is Waverley’s green cover target (including canopy, shrub and vegetated ground cover).



Urban Greening and Cooling Strategy

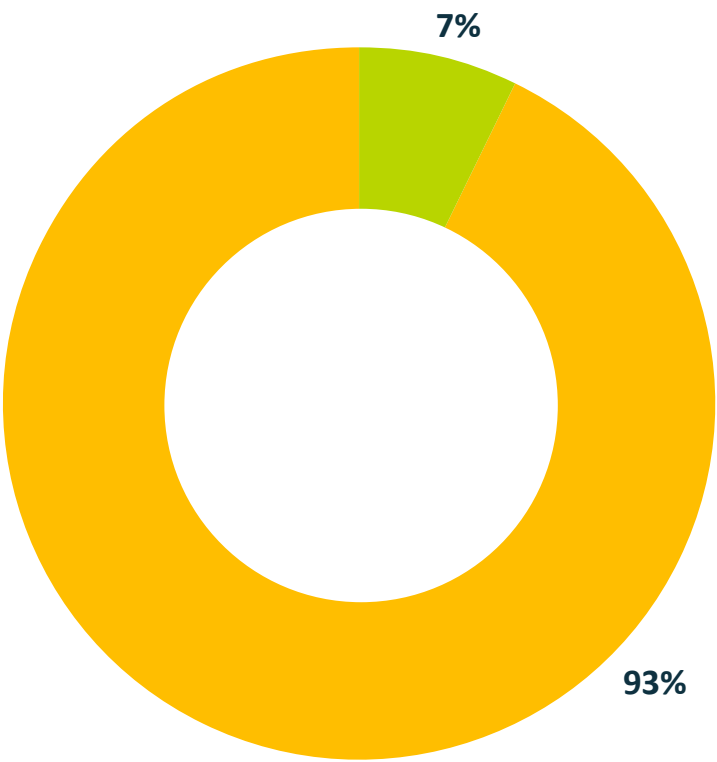


Urban Strategy target



THEME 2: PLACE

# Place: Progress Summary



Completed	7%
In Progress	93%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—



## Theme 3: Performance

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

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

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



# Performance: Key Highlights

## 2023 Brightest & Best Business Awards

The Brightest & Best awards celebrate our businesses’ contribution to Waverley’s economic and social vibrancy and are open to businesses, large or small that operate across the district.

In November 2023, the winners of the 2023 Brightest and Best Awards were announced at the awards ceremony held at Bondi Pavilion. All entries were assessed against their industry peers across 12 categories.



2023 Brightest & Best Business Awards finalists



THEME 3: PERFORMANCE

The winners of the 2023 Brightest & Best Business Awards are:

AWARD CATEGORY	BUSINESS
Best New Business of 2023	Nourish Organic Marketplace
Beauty Services	The Facial Room
Childcare & Education Services	Play Studio Kids
Creative Business Services	100 Percent Dance
Digital & Online Business	Music Health
Entrepreneurial Innovation	Ajust
Fitness & Wellbeing Services	Lets Go surfing
General Retail	Bondi Bike Shop
Hospitality	Brown Sugar Bondi
Professional Healthcare & Medical Services	Bondi Family Dentist
Professional & Other Services	The Strategy Group
Environmental Sustainability	Sage Beauty

Fraud and Corruption Control Plan

Fraud and Corruption Control Working Group met in November 2023 to review the progress of the Fraud and Corruption Control Plan, adopted by the Executive Leadership Team in May 2023.

Informing community on Council decisions

A video summary of each Council meeting by the Mayor, highlighting the top decisions and issues from the meeting, is now posted on social media.

A trial is underway to allow members of the public to address Council and Committee meetings via video conference instead of attending in person. The outcome of the trial will be reported to Council in early 2024.

Workforce Plan Implementation

Values and Behaviours Train the Trainer sessions were completed in Q2, and Team Charters were developed in October 2023 across the organisation. Learning and development plan to improve work quality and safety and employee career development are in progress. Child Safe Policy was embedded via mandatory eLearning rolled out to all staff in September 2023. The Executive Leadership Team endorsed the new draft Recruitment Policy. Roll-out of training to promote diversity and inclusion and report unsafe practices, including facilitated Code of Conduct for all staff was completed in September 2023. Council continues to support the Apprentice and Traineeship program with seven positions filled and offers to be made to two school-based apprenticeships and traineeship students to commence in 2024. The de-escalation program was rolled out to frontline staff throughout 2023.



Workforce Plan 2022-2026

● THEME 3: PERFORMANCE

## Leadership Development Program

Twenty-three participants completed the Future Leaders Program in October 2023. Participants were provided with the option to pursue the complete Certificate IV as part of the NSW Smart and Skilled funding and Waverley's Study Assistance program.

## Health and Safety Programs

A range of health and safety programs were identified and implemented, including three Mental Health toolbox talks during World Mental Health Month, recruitment of Mental Health Champions, and the Mental Health is Everybody's business talk. The yoga program was extended from October to December 2023. Waverley Health and Safety Committee meetings and staff training are held on an ongoing basis.

## Precinct Engagement

Precincts continued to be engaged on strategic issues such as Curlewis Street Upgrade, Gould Street Improvements, Notts Avenue Boardwalk Upgrade, Salisbury St and Henrietta Street Safety Improvements, Clifftop Walkway Upgrade, Bronte Ocean Pool Upgrades and the Draft Tamarama Park and Beach Plan of Management (POM). Precinct feedback continued to be very positive on the effectiveness of engaging through online, face-to-face and hybrid meetings as it allows greater participation from a wider group of people.

## Customer Experience Strategy Implementation

Council adopted a new Customer Service Charter representative of Council's commitment to providing excellent service through every customer interaction. The charter is available on Council website and at key sites across the LGA.

A plan to review all Service Level Agreements (SLAs) has been finalised to conduct an assessment of past performance on existing SLAs. Data extraction and assessment phase is in progress.

## Inclusive and accessible engagement

Preparation to engage hard-to-reach segments of the community, such as children and youth, through the Youth Summit 2024 is in progress. The Community Engagement Guidelines are revised to showcase the best practices and procedures to demonstrate effective engagement.

Internal Customer Experience Training for all Council staff has been created and launched. This training entails real-life scenarios for indoor and outdoor workforces, entailing appropriate responses that exemplify Council values and our Service Promise. More specialised training is being explored for community-facing staff.

Adopted in August 2023, Council's Community Engagement Strategy includes facilitating Have Your Say pop-ups across each ward annually. These pop-ups facilitate discussion and engagement on relevant projects and initiatives led by the Council. One Have Your Say pop-up has been facilitated from which feedback has been collated and analysed. Council is also exploring different ways of engaging with people based on community feedback to offer appropriate channels of engagement (e.g., online, workshops, and focus groups).

## Commercial Centre Occupancy

Council conducts an audit twice a year to measure occupancy trends and the industry mix at each commercial centre. The audits identify emerging strengths and issues in Waverley's commercial areas for better understanding and planning to meet the needs of business owners, residents, and visitors. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instruments.

The designated study areas are:

- Bondi Junction
- Bondi Beach
- Bondi Road
- Charing Cross
- Macpherson Street (Bronte)
- Bronte Beach
- Rose Bay.

● THEME 3: PERFORMANCE

# Occupancy Audit Summary

The following information is a summary of information for all of Waverley as of October 2023.

## Occupancy rates

COMMERCIAL CENTRE	OCCUPANCY % APRIL 2022	OCCUPANCY % AUGUST 2022	OCCUPANCY % FEBRUARY 2023	OCCUPANCY % OCTOBER 2023
<b>Charing Cross</b>	92.6	95.3 ↑	95.9 ↑	94.8 ↓
<b>Macpherson St</b>	93.5	94.0 ↑	96.0 ↑	95.9 ↓
<b>Bondi Road</b>	93.6	92.3 ↓	90.3 ↓	91.8 ↑
<b>Bronte Beach</b>	100	100	100	100 --
<b>Rose Bay</b>	96.3	90.0 ↓	95.1 ↑	91.1 ↓
<b>Bondi Junction</b>	91.4	89.7 ↓	87.9 ↓	86.9 ↓
<b>Bondi Beach</b>	93.6	91.5 ↓	90.1 ↓	92.7 ↑
<b>Waverley (average)</b>	<b>94.6</b>	<b>93.3 ↓</b>	<b>93.6 ↑</b>	<b>93.4 ↓</b>

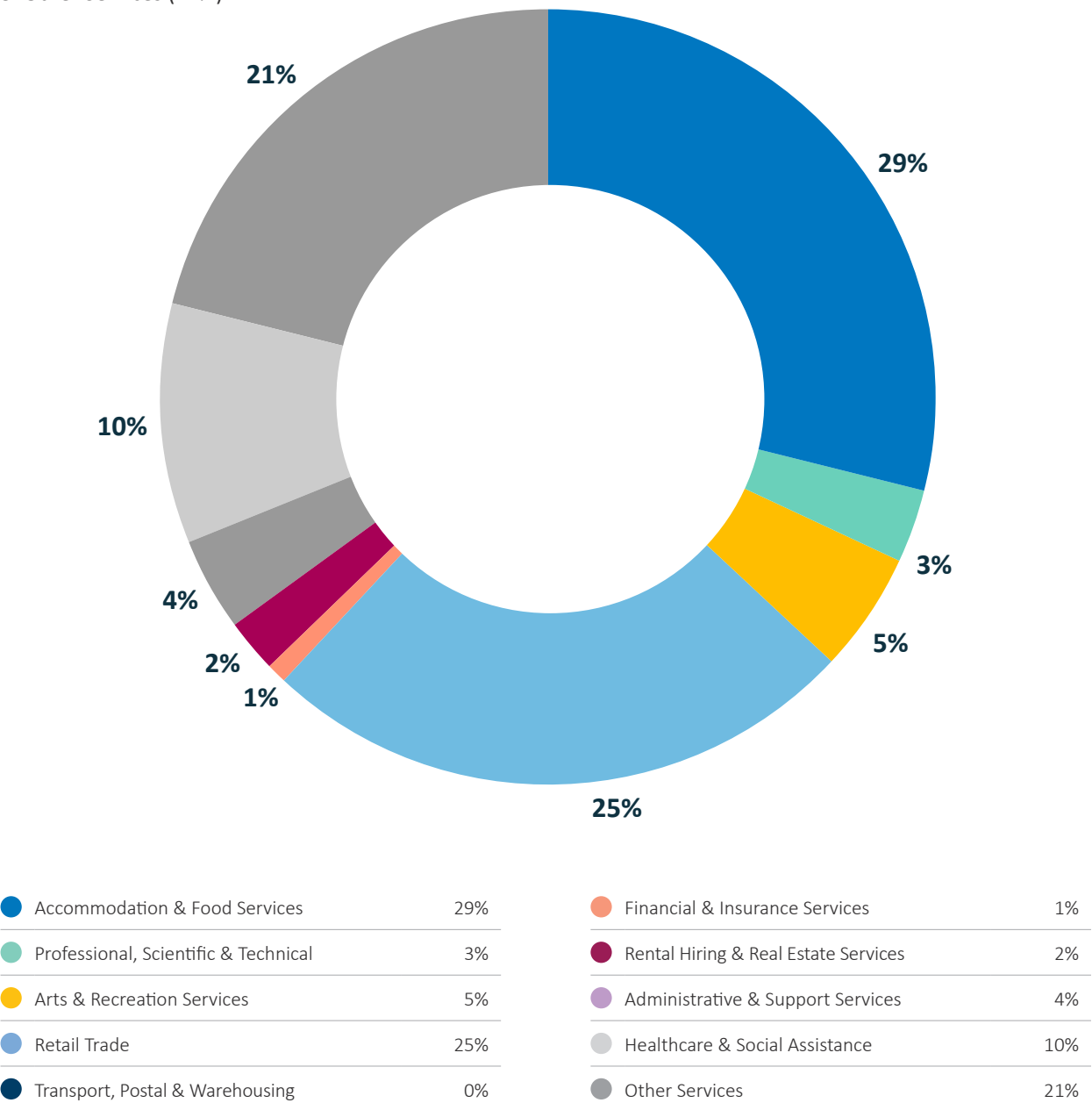
\*The occupancy rate excludes properties that are for lease, empty, and premises that are awaiting development application (DA) approval.

# Summary of Commercial Centres

## Industry mix

### Top 3 Industries

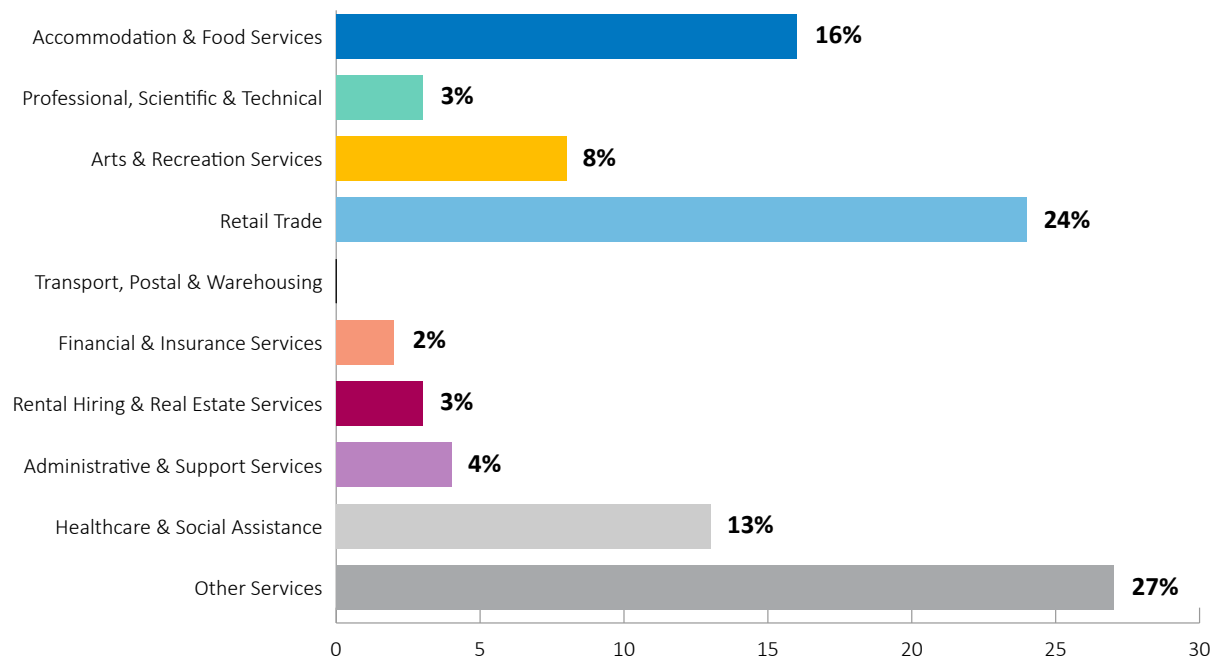
- 1. Accommodation and Food Services (29%)
- 2. Retail Trade (25%)
- 3. Other Services (21%)



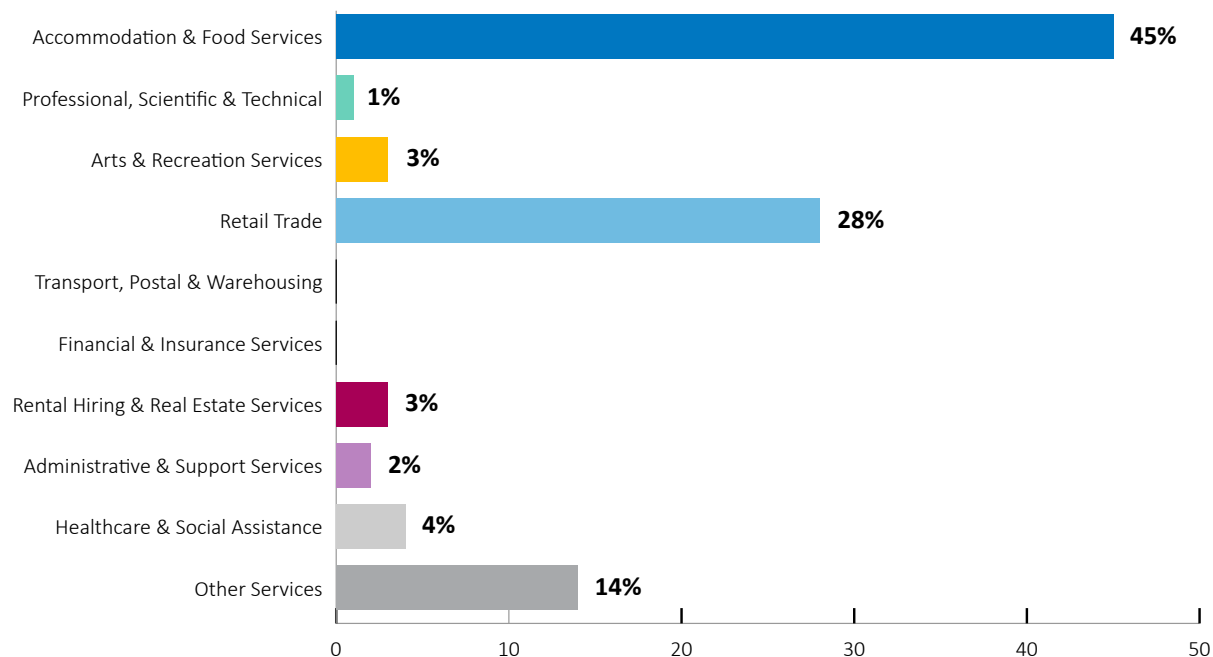
● THEME 3: PERFORMANCE

## Tenancy mix

### Bondi Junction



### Bondi Beach

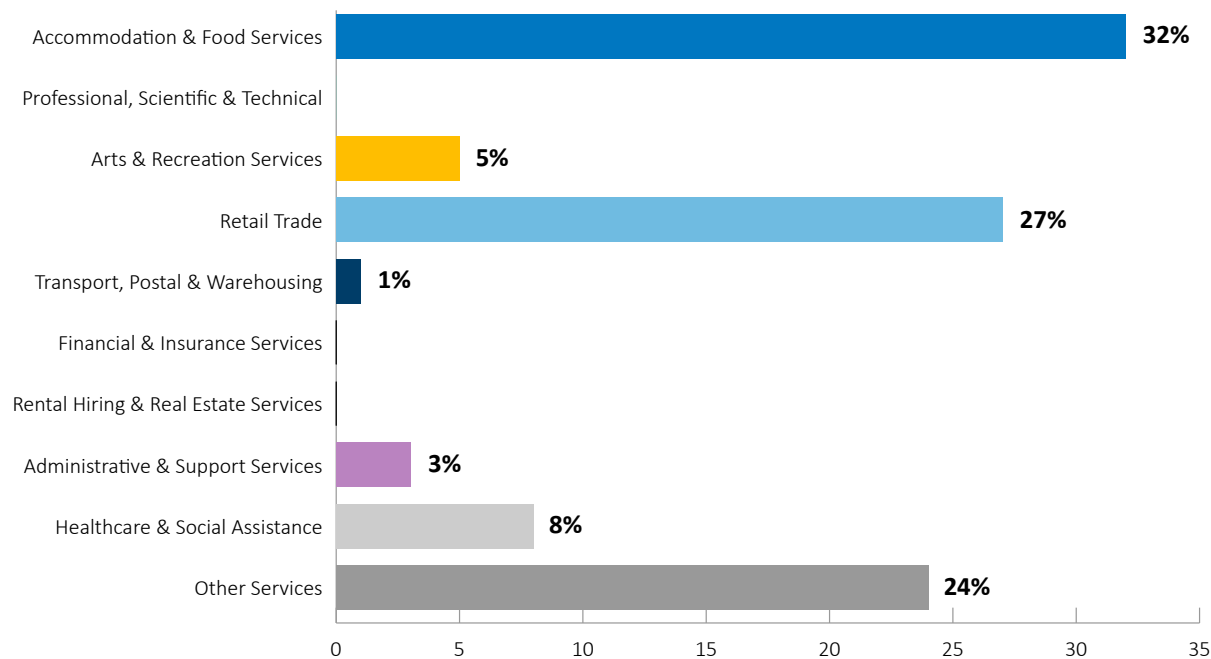




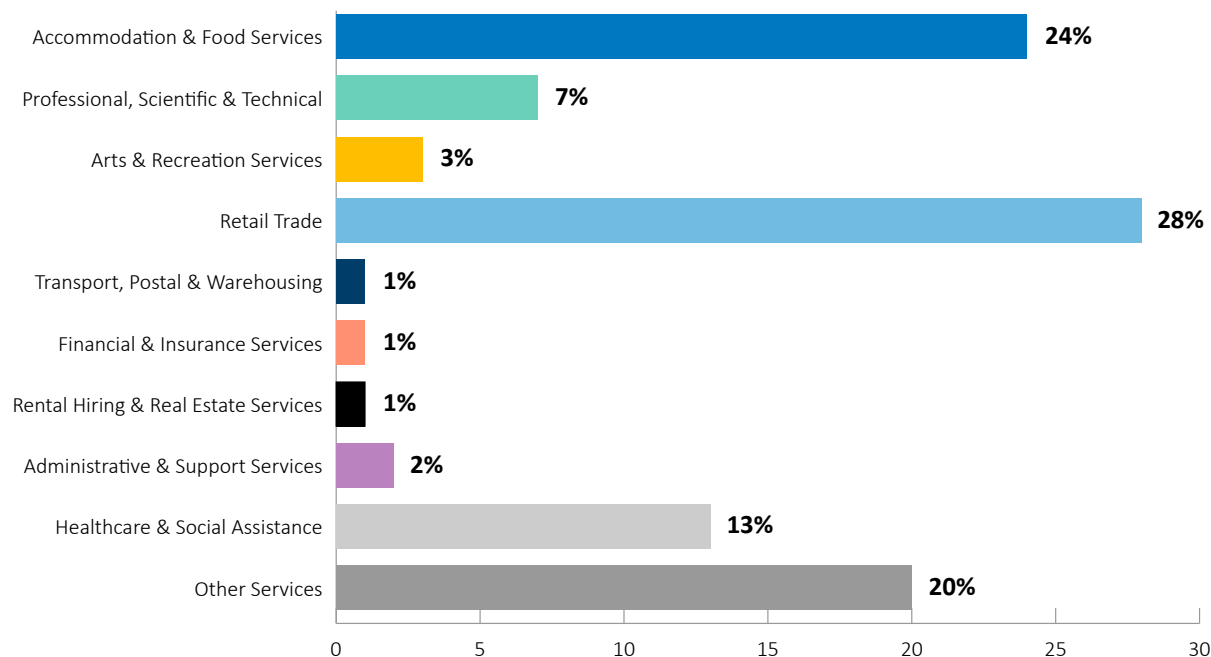
● THEME 3: PERFORMANCE

## Tenancy mix

### Bondi Road



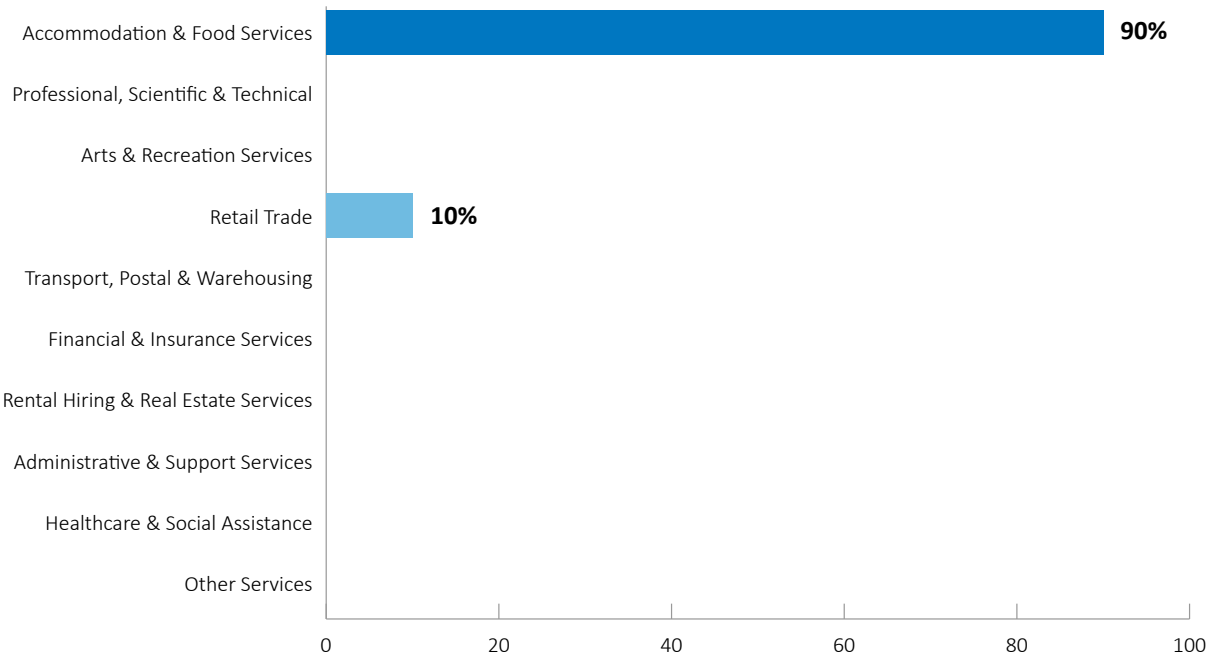
### Charing Cross



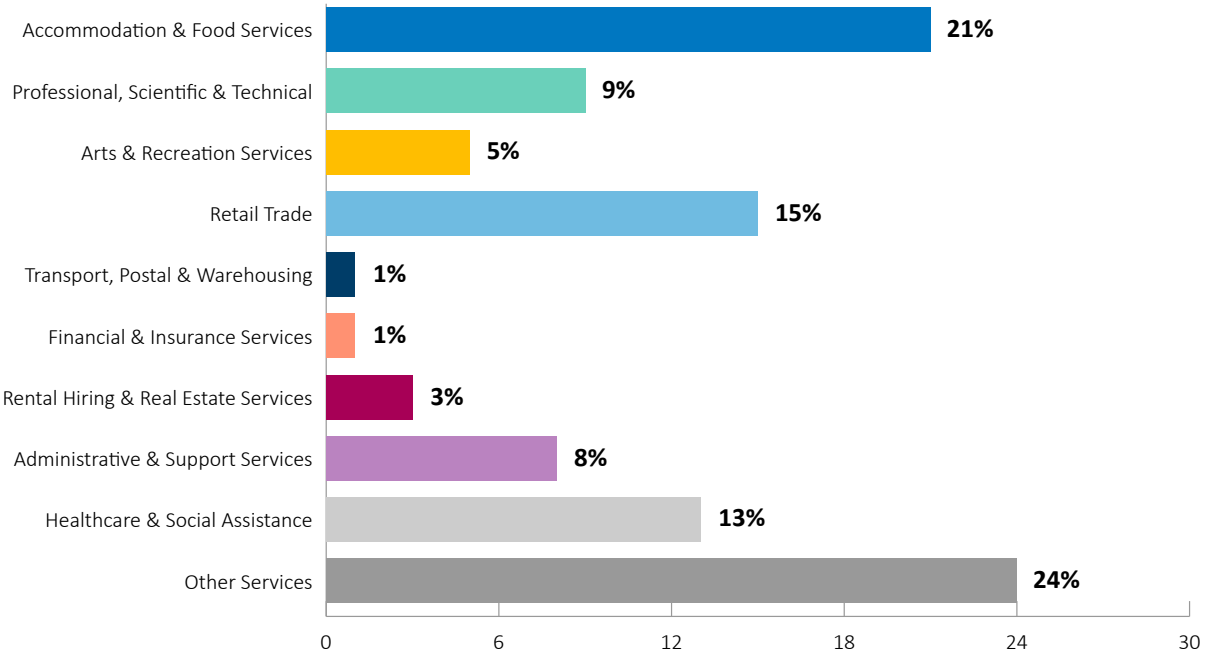
THEME 3: PERFORMANCE

Tenancy mix

Bronte Beach

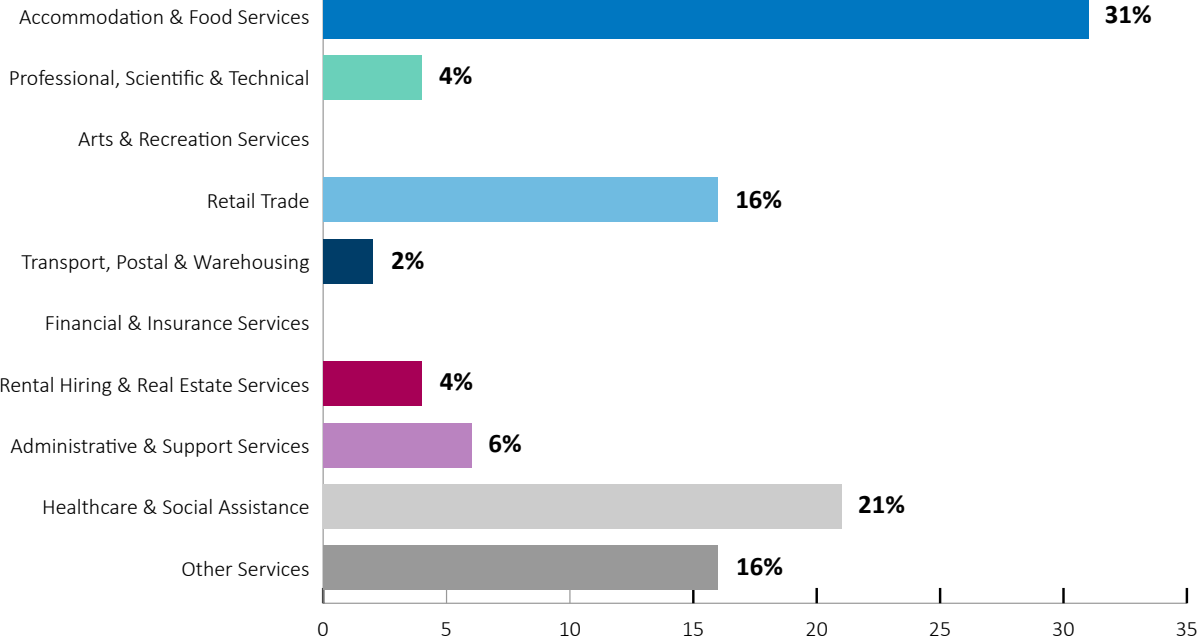


Rose Bay



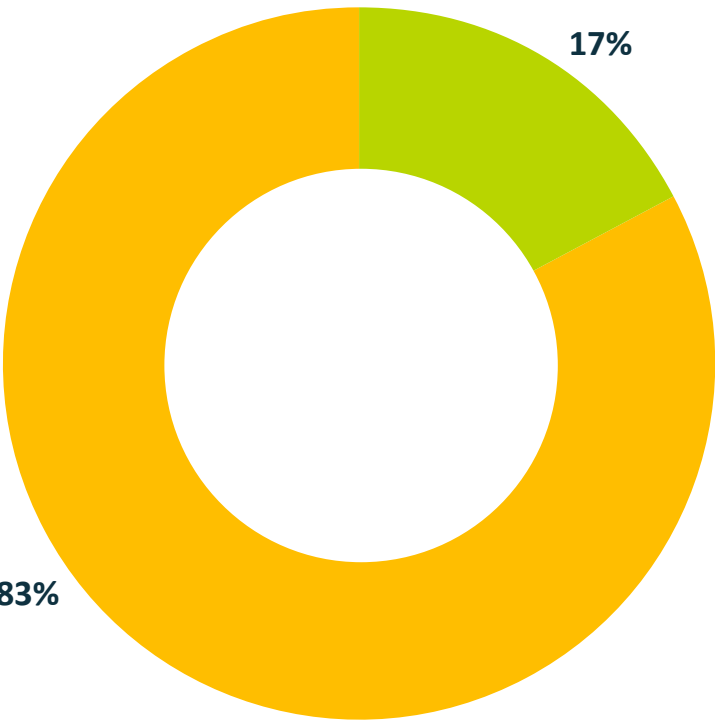
# Tenancy mix

## Macpherson Street



THEME 3: PERFORMANCE

# Performance: Progress Summary

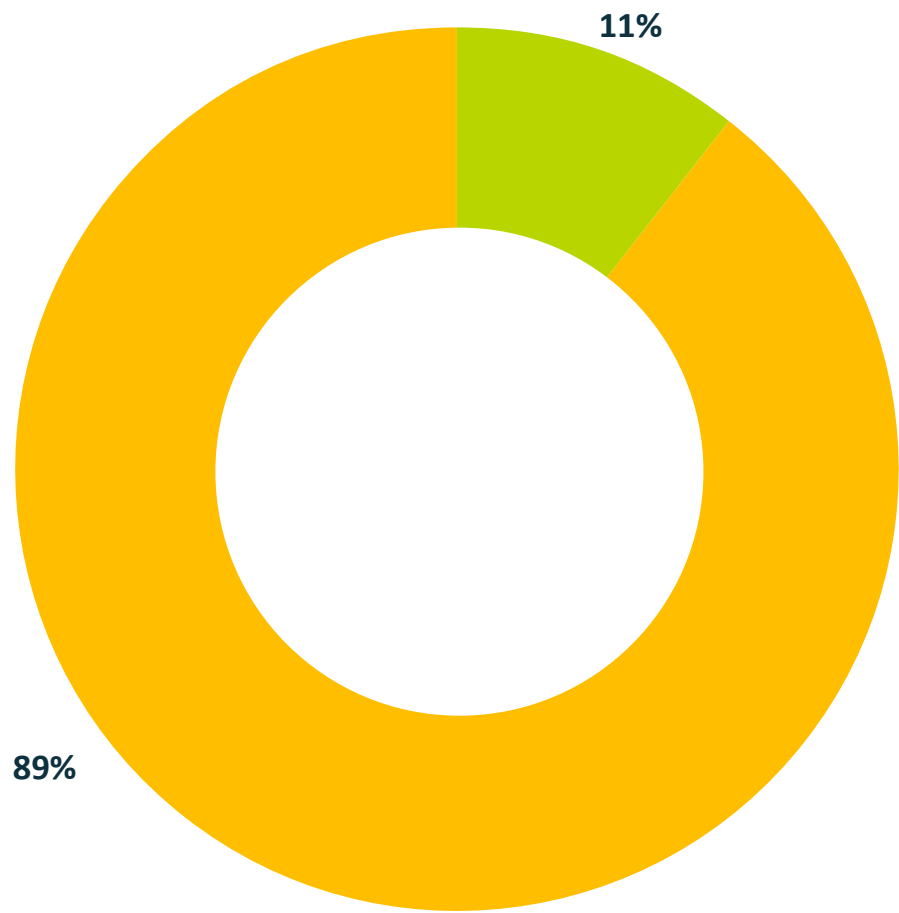


Completed	17%
In Progress	83%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—

# Overall Performance

## Progress summary of all three themes:

- 1. People
- 2. Place
- 3. Performance



<div></div>	Completed	11%
<div></div>	In Progress	89%
<div></div>	In Progress – impacted by unforeseen conditions	—
<div></div>	Delayed	—
<div></div>	Delayed – impacted by unforeseen conditions	—

# Part 2

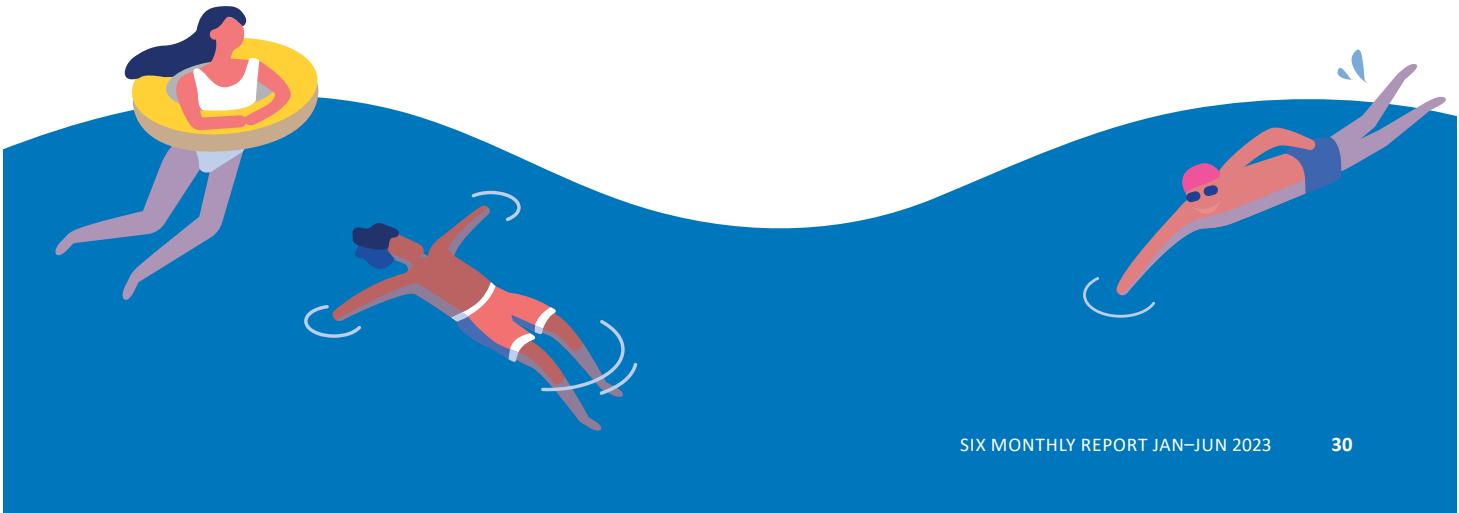
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Detailed progress  
against Operational Plan

# Progress status

The following defines each progress status related to our annual activities laid out in Part 2 of this document.

STATUS	DEFINITION
<div><div></div>Completed</div>	End to end delivery of the activity is completed
<div><div></div>In Progress</div>	Implementation of the activity has commenced
<div><div></div>In Progress – impacted by unforeseen conditions</div>	Implementation commenced, but the activity was impacted by unforeseen conditions such as COVID-19 or other external factors such as floods, disasters, crisis, or legislative changes
<div><div></div>Delayed</div>	Activity is placed on hold or deferred to commence at a later stage due to operational reasons/decisions
<div><div></div>Delayed/on hold – impacted by unforeseen conditions</div>	Unforeseen conditions such as COVID-19 or other external factors such as floods, disasters, crisis, legislative changes or dependency on external decision makers has placed activity on hold





# Theme 1: People

**Our People theme focuses on a cohesive and connected Waverley community**

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

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

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

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



THEME 1: PEOPLE

# People: our objectives

## What will we focus on?

1.1



**Aboriginal and Torres Strait Islander culture**

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

1.2



**Diversity, inclusion and accessibility**

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

1.3



**Caring, well connected and cohesive**

Foster a caring, well connected and cohesive community

1.4



**Opportunities and spaces for young people**

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

1.5



**Art, culture and creative expression and participation**

Promote and encourage art, culture and creative expression and participation

1.6



**Access to social services and facilities**

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

1.7



**Housing needs**

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

1.8



**Safe community**

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







# People: strategies

## How will we achieve our focus?



1.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.1.1. Create more visibility of and opportunities to share and learn about Aboriginal and Torres Strait Islander Cultures</b>    	Implement the Waverley Reconciliation Action Plan	Review our Reconciliation Action Plan (RAP) in collaboration with Reconciliation Australia, Council's RAP Advisory Committee and working group, and other relevant stakeholders		At the June Reconciliation Advisory Committee Meeting, the committee prioritised an updated Aboriginal Heritage Study over other work including, developing a new Reconciliation Action Plan. Implementation of the Cultural Audit is underway
		Implement community education campaign for the Voice to Parliament		Walking Together training and referendum BBQ were held between June and October 2023

THEME 1: PEOPLE







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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community life</b> 	Implement Council's 2022–2026 Disability Inclusion Action Plan (DIAP)	Determine and implement DIAP priority actions in consultation with Access and Inclusion Panel		Two Access and Inclusion Panel meetings were held focusing on streetscape planning, Bronte Surf Life Saving Club, Inclusion Grant implementation with Wairoa School, and inclusive arts and cultural events. Stories of Lived Experience - Human Library event was held as part of the International Day of People with Disability. Six people told their stories and had over 25 conversations with members of the public
	Explore alternative service models to connect people with disability to mainstream services and activities	Design, consult and implement flexible support models for people with disability		Options Paper was prepared, and Planning Day was held to explore programming opportunities in the next six months

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions

● **THEME 1: PEOPLE**

**1.2 continued...**







OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.2.2. Promote the benefits of Waverley's cultural diversity in support of a strong and cohesive community</b> 	Implement the Waverley Cultural Diversity Strategy 2021– 2031	Develop and deliver Stage 2 anti racism strategy implementation based on 2022 outcomes		A staff workshop was delivered on ethical storytelling, including a Council ethical storytelling commitment. Two art and storytelling workshops were offered for Ukrainian women. A new Communication Supports Policy and Language Assistance Program Guidelines were prepared
<b>1.2.3. Strengthen partnerships and collaboration with the community, local services and across levels of government to optimise resources, share information and best practice</b> 	Maintain and build partnerships and capacity with local services	Facilitate a series of sector specific workshops on community trends & issues to connect with services, strengthen capacity and coordinate service planning		<p>Twenty-nine participants from government and non-government youth services organisations attended the final Eastern Sydney Youth Services Network (ESYSN) meeting in 2023. Council assisted with issue/needs identification, advocacy, content planning and engagement for ESYSN, Inner &amp; Eastern Sydney Housing Forum, Inner and Eastern Sydney Child and Family Interagency and Eastern Suburbs Domestic Violence Network meetings in collaboration with local and state governments and non-governmental organisations.</p> <p>Eastern Suburbs Aging and Disability Interagency convened twice to support the delivery of aged and disability services in the region. The sessions focused on Commonwealth Reforms, The Voice, LGBTQI in ageing, health and wellbeing initiatives and autism. More than 30 community members attended the Dying to Know Forum held in partnership with SES Health District in August 2023, and work on palliative care sessions is underway</p>






STATUS: ● Completed    ► In progress    ► In progress - impacted by unforeseen conditions  
 ■ Delayed    ■ Delayed/on hold - impacted by unforeseen conditions

THEME 1: PEOPLE



1.3 Foster a caring, well connected and cohesive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing</b></p> <p>   </p>	<p>Create innovative online and face to face opportunities to build connections through activities, grants and space activation</p>	<p>Investigate social cohesion grant opportunities and diversify and expand Waverley’s volunteer demographic through innovative volunteer opportunities and new connections</p>		<p>Social Cohesion Grants opened in December 2023. The cemetery gardening initiative commenced in August 2023, and four working bees were held. The Volunteer Expo in September 2023 attracted 28 storeholders and 14 volunteers assisted the event with around 250 participants. Storytime at the Playgroup session was held in November 2023. Twenty-five families participated, and 12 people expressed interest in volunteering to coordinate playgroup sessions</p>
		<p>Continue to build on the success of intergenerational programs to create and maintain connections across age groups and address social isolation</p>		<p>Two intergenerational sessions were held in November 2023. 11 Year 10 students and 19 seniors participated in an exercise class and lunch on 6 November 2023. Staff observed increased conversation and connections between seniors who attended the Monday exercise program. Six seniors attended an information and music presentation at St Clare’s on 21 November 2023. Students and seniors shared school experiences, changes in education and friendships formed due to pilot program participation</p>



STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions






THEME 1: PEOPLE



1.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people</b></p> <p></p>	Actively engage and integrate the voices of young people in planning and design	Continue to develop and expand Young People pilot with a focus on music performances and recreation		Youth Summit outcomes were reported to the Council on 5 December 2023. Recommendations implementation will commence in 2024. The Mayor of Waverley Social Inclusion Awards was introduced in nine schools in response to the feedback from children and young people on the need for kindness, belonging and a more inclusive culture at school and in the community. Planning is in progress for Youth Week in Q4

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions



THEME 1: PEOPLE










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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation</b> 	Implement the Waverley Arts and Culture Plan 2021–2026	Undertake small grants review and propose improvements for supporting arts and culture projects	●	The Small Grants program Assessment Guide and Score Card template were updated and implemented. More stringent conditions for panel assessments to strengthen transparency, conflict of interest declarations and organisational representation on panels were incorporated. In the last six months, Council implemented a venue-in-kind/venue-subsidy grant via the Local Creative Collaborations program to support creative development and presentation activities for local artists. Eighteen submissions were received and Council is supporting nine programs
		Leverage Bondi Pavilion, Boot Factory and annual event program reinvigoration to establish new partnerships and sponsorships	▶	Partnerships to deliver and leverage events were established with: <ul style="list-style-type: none"> <li>- Sunset Cinema</li> <li>- NSW Education Artexpress</li> <li>- Sydney Fringe Festival (COIL)</li> <li>- National Theatre Live</li> <li>- creativeplusbusiness</li> <li>- Head On</li> <li>- Waverley Woollahra Art School</li> <li>- SIMA</li> <li>- Sydney Festival</li> </ul> Sponsorship consultation on developing a whole-of-Council approach to revenue-sponsorship packages is in progress
		Leverage artists in residence program to develop opportunities for interactive programming with the artists and the community	●	The Local Creative Collaborations program was delivered and included a public exhibition, artist talk, public ticketed presentation, public opening reception, public workshops for artistic and educational/professional development and a networking event for the local creative community

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

● **THEME 1: PEOPLE**



**1.5 continued...**

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation</b>  	Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met	Continue to promote Bondi Pavilion to increase awareness and utilisation through targeted promotional activity and leveraging new and existing partnerships		The Pavilion's marketing channels continued to promote a wide range of activities and services. Since reopening in September 2022, venue hire demand has grown, with more than 2,200 sessions scheduled since January 2023, including 36 regular community hirer sessions each week. Large-scale annual events have returned in addition to ongoing activities, including health and fitness classes, support groups, music and theatre performances, conferences, talks, private functions, corporate events and festivals
<b>1.5.2. Deliver a range of diverse and inclusive art, cultural and civic programs, events and experience, including day and night and out-of-season activities</b>   	Implement a rich and diverse program of cultural activities across a range of creative and performing arts forms	Implement an annual program of existing, new and innovative arts and culture activities	●	Arts and cultural programs delivered include Nib Literary Award, Classic Hits monthly concerts, Sydney Fringe Festival, Wendy Harmer author talk, An Evening with Ursula Yovich, Bondi Festival, Bondi Pavilion Art Gallery exhibition program, Waverley Library exhibition program, Lisa Odour-Noah and Miriam Lieberman Live at the Pav concert, Children Art Stinky family show and Junkyard Beats family show
		Explore and identify sponsorship opportunities for ongoing events		Local Platinum Partner was secured for the new program, Light Up Waverley. Meetings were held with existing and new sponsors for Bondi Festival 2024 to explore retention potential

STATUS: ● Completed    ► In progress    ► In progress - impacted by unforeseen conditions  
 ■ Delayed    ■ Delayed/on hold - impacted by unforeseen conditions

● **THEME 1: PEOPLE**

**1.5 continued...**

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector</b> 	Grow community and event capacity to expand cultural and creative sector profile and impact	Establish partnerships with local businesses, organisations and individuals to enhance programs including for Bondi Festival and Boot Factory	▶	<p>Creativeplusbusiness partnership delivered two professional development workshops for local creatives.</p> <p>Boot Factory Thinker in Residence expressions of interest process was completed with an agreement to be finalised in early 2024.</p> <p>The Bondi District Chamber of Commerce was engaged, and a presentation was made on the Bondi Festival 2024 at the 2023 Christmas Party.</p> <p>In partnership with Waverley Action Group, Council supported the development and delivery of four heritage talks</p>
<b>1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction</b> 	Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion	Deliver improved creative library programs to suit the needs of the community	▶	<p>The Library organised 286 programs that engaged 7,303 members of the community. A digitisation station, was introduced with demonstrations attracting 182 people across five sessions. The Library also organised virtual reality demonstrations, 3D printing workshops, stop motion animation classes and graphic design lessons. These sessions included Green Thumb workshops (70 attendees over five small-group sessions), Bad Movie Club (six sessions with 316 participants), HSC talks, craft workshops (e.g. Kimono dressing workshops and Xmas Gingerbread House making)</p>
	Develop and implement a staff training plan to enhance customer service at the Library	Implement staff training plan to ensure a consistently high standard of customer service is delivered for all community members	▶	<p>Staff completed training across a range of areas, including Australian Bureau of Statistics (20 staff), Child Safety (38 staff), Conflict Resolution (38 staff), Customer Experience (37 staff), Responsible Service of Alcohol (6 staff), Novelist Plus (13 staff), State Library of NSW Drug Info and Find Legal Answers (14 staff), Library Digitisation (30 staff) and De-escalation training (16 staff)</p>

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

THEME 1: PEOPLE




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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.6.1. Connect with service providers and community groups to drive community wellbeing outcomes</b></p> <p></p>	<p>Partner with service providers and community groups to share data and resources, address emerging community needs, and adapt to local challenges</p>	<p>Deliver a targeted grants programs and other events</p>	<p></p>	<p>Annual Community Grants and two rounds of small grants were delivered to support community organisations. Effective parenting with Teens for Family Wellbeing parent seminar was held in partnership with WAYS Youth &amp; Family in November 2023. Twenty-nine participants attended. Transition to High School Program was organised for vulnerable students in August 2023</p>

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions

● THEME 1: PEOPLE

1.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.6.2. Deliver high-quality, affordable services that support community connection and promote independence, health and wellbeing</b> 	Develop a Children and Family Services Strategy and continue to deliver high quality early education services	Align Childrens' Service Strategy with 2023 National Early Childhood Inquiries to inform and guide decisions in relation to provision of care	▶	A motion was prepared for the Local Government NSW Annual Conference highlighting the need for action in early education and care. A partnership agreement was negotiated between Family Day Care and the Australia Education Research Organisation. Council applied for three grants under the Department of Education flexible initiatives grant
	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families	Investigate increase of provision supported by funding reforms at Council's Early Education Centres	▶	Council is continuing to make submissions with the Independent Pricing and Regulatory Tribunal, the Australian Competition and Consumer Commission and other bodies and is meeting with relevant government agencies and funding bodies to advocate for funding increases for local government
	Deliver high quality social and recreational programs that supports ageing in place in line with new legislation and funding requirements	Support successful resumption of full programming at the newly refurbished Mill Hill Centre and other venues to meet community expectations and funding requirements	▶	Relocation to Mill Hill Centre is anticipated in 2024. Preparation of a renewed Senior Centre program is in progress

STATUS. ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



THEME 1: PEOPLE



1.7

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

OUR STRATEGIES

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



FOUR YEAR ACTIONS

Deliver targeted support through social and affordable housing programs and work with internal and external partners to extend provision

Continue partnership with Eastern Suburbs Homeless Assertive Outreach Collaborative to address street homelessness

Explore new approaches including partnerships to increase provision of affordable housing

ANNUAL ACTIVITY

Implement Council endorsed options to pursue growth in the provision of social and affordable housing

Coordinate the Annual Street Count and support for homeless people with complex needs

Work with Woollahra and Randwick Councils to develop a Regional Affordable Housing Program

Provide an annual programs report on implementation and outcomes

STATUS



PROGRESS COMMENTS

Council continued to deliver targeted support by providing social and affordable housing programs and investigated emerging options to grow provision

Monthly meetings were held with the Eastern Suburbs Homeless Assertive- outreach Collaborative (ESHAC), and planning is underway for the 2024 street count. Five were assisted into accommodation








A Joint Discussion Paper is being finalised based on preliminary feedback


An annual overview report was presented at the Council's Housing Advisory Committee meeting in November 2023

STATUS: ● Completed    ► In progress    ► In progress - impacted by unforeseen conditions  
 ■ Delayed    ■ Delayed/on hold - impacted by unforeseen conditions

THEME 1: PEOPLE

1.7 continued...








OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible</b> 	Implement planning controls that increase diversity of housing	Consider and investigate how best to reduce and limit the loss of dwelling density in existing residential flat buildings redevelopment		A report dealing with dwelling density provisions in Council's WLEP 2012 was presented to the Strategic Planning Development Committee. A councillor briefing is planned for February 2024
		Prepare principles for assessing proponent-initiated requests for Planning Proposals, including out-of-sequence criteria for growth not identified in the Local Housing Strategy 2020-2036, or for urban renewal opportunities		Work is in progress to prepare the principles
<b>1.7.3. Grow the provision of social and affordable housing</b> 	Implement Planning Agreement Policy 2014 to contribute to Waverley Affordable Housing Fund	Assess planning proposals in line with the Planning Agreement Policy 2014		The VPA Policy is scheduled for Council consideration in mid-2024
		Advocate with Department of Planning and Environment (DPE) to improve affordable housing		The Affordable Housing Contribution Scheme Planning Proposal was exhibited in November 2023 and will be reported to Council in early 2024
<b>1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport</b> 	Ensure strategic plans manage and protect/retain adequate housing supply/density close to jobs, services and public transport	Investigate residential redevelopment in Local Housing Strategy 2020-2036 identified R2 lands for apartments, medium density housing, seniors housing and/or student housing		New Housing SEPP related to this issue has been proposed. A submission on this issue will be prepared in early 2024 as part of the exhibition process






STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions

THEME 1: PEOPLE




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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues</b></p> <p>  </p>	<p>Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour</p>	Continue to work in partnership with local services to facilitate, support and advocate for proactive health and safety strategies		Two early intervention and prevention activities were held for 16 days. Council partnered with NSW Police to create awareness of domestic violence and provide support information. Bondi Beach observance was organised with Bondi Beach Cottage and local Domestic and Family Violence services. More than 100 children, youth, and families attended the Coercive Control Forum organised in partnership with Randwick Council and Eastern Suburbs Domestic Violence Network (ESDVN). The International Friends in Bondi Program was launched to support recently arrived young migrants. Two meetups were organised during the reporting period
		Implement elearning child safe strategy		Children’s Online Resilience and Safety parent seminar is scheduled for February 2024
		Partner with NSW Police and increase late night joint trading operations to patrol and target anti-social behaviour and noise related issues		Multiple trader patrols were carried out with Police, rangers and environment health officers. User Pays agreement with NSW Police is in place for Christmas and public holidays commencing Christmas Day. Thirty-eight residential noise-related complaints were addressed
		Review organisational approaches to community safety activities		Council reviews its safety programs every quarter and readjusts safety programs to inform review findings. An annual review of its safety programs is scheduled for Q4. Council is continuing to work with relevant State Government agencies, NSW Police, and local surf lifesaving clubs to review organisational approaches to community safety

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  Delayed  Delayed/on hold - impacted by unforeseen conditions

● THEME 1: PEOPLE



1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues</b> 	Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour	Undertake daily and weekend patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches	▶	Regular daily and weekend beach patrols were undertaken to monitor and report anti-social behaviour and enforce alcohol-free zones and alcohol-prohibited zones. 57 public behaviour-related complaints were addressed
		Undertake inspections to regulate food handling, sewerage, excessive noise and other issues	▶	Two hundred seventeen food inspections were conducted by the end of Q2. In the last six months, Council received 39 commercial noise complaints; 33 were finalised, and six are under investigation
		Partner with liquor licensing authority to promote compliance with noise control guidelines	▶	After-hours noise monitoring of licensed premises was conducted on four occasions
		Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots	▶	Beaches, parks and reserves were patrolled at least three times daily to enforce responsible dog ownership. Daily patrols were undertaken in dog on-leash areas. Two hundred thirty animal control non-compliance matters were identified and responded to: 42 related to dangerous animals, 80 related to barking, four related to defecating, 15 pertaining to dogs in prohibited areas, 35 related to unleashed animals, 19 related to found animals, five related to deceased animals, four related to cats and birds and 26 warnings or cautions were issued for non-compliance with the <i>Companion Animal Act 1998</i>

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

● THEME 1: PEOPLE

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses</b> 	Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations	Progress and implement resilience measures to strengthen Waverley's capacity to adapt and thrive through uncertainties	▶	Council adopted the Greening and Cooling Strategy at its meeting in December 2023. Council is currently progressing with its Coastal Management Program (CMP), including updating the CMP scoping study
		Deliver the Second Nature program to embed sustainability in the community	▶	Program of activities and events being delivered include the Summerama Program, monthly e-news and regular sustainability events and workshops
<b>1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management</b> 	Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group	Deliver beach safety management services and education programs	▶	The Float to Survive beach/ water safety educational program has continued throughout the summer season of 2023–24. The research program conducted by Prof. Rob Brander from the University of New South Wales Beach Safety Research Group will promote awareness to test how people remember and understand survival techniques and water safety messaging
		Participate in regular meetings with external stakeholders on coastal safety management issues	▶	No Coastal Safety Group meetings were scheduled in the reporting period

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions





## Theme 2: Place

### Our Place theme focuses on the natural and built environment

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

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


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

THEME 2: PLACE

# Place: our objectives

## What will we focus on?


2.1



**Reduce greenhouse gas emissions (Waverley)**

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


2.2



**Reduce greenhouse gas emissions (Council)**

Rapidly reduce Council's greenhouse gas emissions


2.3



**Climate change and resilience**

Prepare and adapt to the impacts of climate change


2.4



**Biodiversity**

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


2.5



**Water use and quality**

Conserve water use and improve water quality


2.6



**Control and manage development**

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


2.7



**Safe and accessible parks and open spaces**

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


2.8



**Sustainable transport**

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

2.9



**Traffic, transport and parking**

Manage traffic, transport and parking in a balanced way

THEME 2: PLACE

2.10



**Accessible and sustainable assets**

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

2.11



**Sustainable waste and circular economy**

Move towards a sustainable waste community and a circular economy

2.12



**Clean and litter free spaces**

Keep public spaces clean and litter-free

# Place: strategies

## How will we achieve our focus?



### 2.1





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






OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure</b> 	Implement initiatives that increase uptake of green energy, and improve environmental performance	Deliver Building Futures and residential dwelling program		Five buildings were engaged in the 2023–24 Building Futures Program and building assessments are in progress
		Promote the uptake of renewable energy in the community		Council has promoted the use of GreenPower. Council is also investigating innovative opportunities to promote renewable electricity to our community
		Implement the Waverley Development Control Plan 2022 to improve the environmental performance of new buildings		This activity is ongoing and occurs through DA referrals and the provision of information to the community

THEME 2: PLACE



2.2 Rapidly reduce Council’s greenhouse gas emissions

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.2.1. Increase Council’s energy efficiency, uptake of renewable energy and reduce carbon</b> 	Demonstrate leadership in green energy generation, consumption and energy saving programs	Purchase 100% renewable energy in the Council electricity contract and install solar on Council assets		Council is purchasing 100% renewable electricity through Zen Energy
		Upgrade and improve street lighting performance		Sixteen streetlights were upgraded to LED lighting on Glenayr Avenue. Existing streetlights are being tuned to maximise efficiency. Ausgrid is progressing with their roll out of upgraded main road lighting across its network
		Electrify existing gas appliances in Council assets		Waverley Cemetery gas cooktop is scheduled for replacement in Q4 2023–24. All existing gas appliances have been identified and scheduled for replacement before 2030

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions








THEME 2: PLACE



2.3 Prepare and adapt to the impacts of climate change

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.3.1. Deliver the Climate Change Adaptation and Resilience Framework</b> 	Implement the Climate Change Risk Adaptation and Resilience Framework	Engage and educate staff and community on local climate risks and responses		The delivery of the Urban Greening and Cooling Strategy, a key component of Waverley's Resilience Framework included a Councillor workshop, three internal staff working group meetings, and a workshop with the Sustainability Expert Advisory Panel
		Progress the Coastal Management Program		Council is rescoping Stage 1 of the Coastal Management Program

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



## 2.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.4.1. Improve the condition of non-remnant native vegetation on public land in the LGA and reinstate indigenous vegetation characteristic of natural coastal landscapes in Councils' parks and reserves</b> 	Deliver the Biodiversity Action Plan- Remnant Sites	Engage bush regeneration contractors to implement the Biodiversity Action Plan – Remnant sites	▶	Bush regeneration contractors are engaged at Council sites to implement the Biodiversity Action Plan- Remnant Sites
<b>2.4.2. Protect the threatened species plan Acacia terminalis (subs Eastern suburbs) and Eastern Suburbs Banksia Scrub Endangered Ecological Community</b> 	Deliver Thomas Hogan, Bronte and Tamarama Ecological Restoration Action Plan	Undertake restoration at Loombah Cliffs and York Road to protect and improve threatened plant species and communities	▶	Bush regeneration contractors are engaged and working at both sites
<b>2.4.3. Improve biodiversity across the Waverley LGA</b> 	Improve native habitat in habitat corridors and adjacent to remnant areas	Deliver the Living Connections program  Continue to implement the restoration of Bronte Gully, Tamarama Gully and Thomas Hogan Reserve	▶  ▶	In 2023, Council received 109 program applications with 50 new households planting a habitat garden with Council supplied plants  Bush regeneration contractors are engaged at both sites
<b>2.4.4. Increase the quantity of trees and plants in public and private spaces, parks and streets to achieve Waverley's canopy targets</b> 	Prepare and implement Tree Canopy Strategy	Implement the new Tree Policy and Waverley Development Control Plan 2022  Implement annual tree planting program in public spaces and streetscape	▶  ▶	The Waverley Development Control Plan 2022 includes new clauses to improve native habitat in line with the Tree Canopy Strategy. Tree Policy and guidelines are followed to manage trees in the LGA  Three hundred ninety-two trees were planted in the last six months

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



## 2.5

### Conserve water use and improve water quality

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture</b> 	Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects	Maintain and optimise recycled water use at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park	▶	All sites are operational with numerous maintenance activities occurring in Q1 and Q2
<b>2.5.2. Improve water efficiency of new and existing buildings</b> 	Engage the community to promote water savings devices and practices	Deliver WaterFix project (Strata, Commercial and Small Business) in partnership with Sydney Water	▶	This activity is being promoted and delivered by Sydney Water
<b>2.5.3. Reduce or minimise the pollutants entering into waterways</b> 	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	Construct new stormwater quality improvement devices in the Curlewis Street streetscape upgrade  Maintain water sensitive urban design infrastructure in Bondi Junction	▶  ▶	The design has been completed and construction is due to occur in Q3 and Q4  This is an ongoing activity

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



## 2.6




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



OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues</b> 	Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies	Consult on and implement new Community Engagement Policy and Strategy to increase community engagement, awareness and participation in the planning process		The Have your Say pop-up scheduled in Q3 will be used to educate the community on the Community Engagement Strategy and how it informs community engagement. The pop-up will be a platform for the community to come to provide feedback on all matters about the Council
		Establish the Community Planning Advocate role		The Community Planning Advocate role commenced in May 2023 with a work plan developed for the role
		Undertake a baseline survey of the community experience of overdevelopment		The Living in Waverley survey was commissioned and fieldwork commenced in November/December 2023. Data collection and analysis is currently being undertaken with survey report due in early 2024
		Undertake community education on strategic planning process relevant to the Waverley LGA		The Living in Waverley survey included questions scoping the needs of the community to help inform education material development. The survey results will assist to better understand the format and content of materials the community needs and prefers
<b>2.6.2. Ensure new development provides high standard of design quality and does not adversely impact the amenity of neighbours or the wider community</b> 	Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)	Assess all applications against relevant provisions of the LEP and DCP and other relevant legislation		All applications were assessed against statutory and non-statutory planning instruments
		Provide timely determinations of applications for development		Continuous improvement review and implementation is in place to improve high quality outcomes and efficient determination

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



2.6 continued...






OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.6.3. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity</b>   	Ensure development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier	Assess construction certificate applications in compliance with legislative and development condition requirements		During the reporting period 33 construction certificate applications were received; eight were approved, three were cancelled, the remaining is currently under assessment
	Provide efficient and professional pool certification	Undertake swimming pool inspections in compliance with <i>Swimming Pool Act 1992</i> and <i>Regulation 2018</i>		Council's Swimming Pool Program was externally audited in Q1. All high-risk swimming pools (77) identified have been inspected or followed up in Q2. Inspections of low-risk pools while not mandatory are ongoing or being followed up on with pool owners and private certifiers
	Ensure new buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier		Forty-three DA referrals were received for fire safety assessments and all assessments were finalised
		Undertake fire safety inspections where potential fire safety issues are identified		Twenty-four fire safety-related complaints were received, ongoing inspections have been scheduled to continue assessing the issues
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Implement proactive patrols at building sites		Daily proactive patrols were conducted for breaches of the <i>Protection of the Environment Operations Act 1997/ Environmental Planning and Assessment Act 1979</i> . Forty-six out of 50 building sites related pollution issues were addressed and four are under investigation
		Undertake compliance actions for illegal building works as identified		One hundred thirty-five complaints related to illegal building works were received. Two complaints related to asbestos, 66 complaints related to the condition of an existing building, 42 on construction hours of operation and 26 relating to dangerous work practices. Of the 271 building complaints raised, 131 have been closed, and 140 are ongoing

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE

2.6 continued...







OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant</b> 	Explore ways to incentivise commercial floorspace in Bondi Junction	Investigate the implementation of minimum non-residential Floor Space Ratio across all of Waverley’s centres		To be considered in General LEP Review scheduled in 2024





STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions



THEME 2: PLACE








## 2.6 continued...


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone</b> 	Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036	Undertake streetscape design of North Bondi Terminus (Village Centre) and Hall Street		A preferred concept design has been presented to Council for North Bondi Terminus with a report to Council and consultation to commence in early 2024. In December 2023, Council approved the Hall Street improvements proposal
		Deliver Curlew Street and Charing Cross precinct upgrades		Curlew Street construction contract was awarded for works to commence in 2024
	Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects	Trial the use of Heath Streets tool to assess and communicate benefits of proposed and completed streetscape projects		Healthy Street Tool was trialled on Birrell Street, Charing Cross, and Glenayr Streetscape projects with ongoing work on communicating benefits
	Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation	Coordinate inter-organisational efforts to maximise enhanced place management and activation outcomes		<p>The Bondi Festival Ferris Wheel was extended until October 2023 to enhance Bondi Park placemaking experience.</p> <p>A festive decoration program was extended to a year-round Campbell Parade tree fairy light infrastructure to enhance the ambience of the beach streetscape.</p> <p>Civic and cultural events such as Sculpture by the Sea 2023, Festival of the Winds, Carols by the Sea festive celebration, Remembrance Day, Chanukah by the Sea, Chanukah in the Park, Chanukah at Chambers were delivered.</p> <p>Council supported events were initiated by the community stakeholders to raise awareness on conflicts in the Middle East.</p> <p>Council provided ongoing support for Bondi Beach Surf Clubs via assessment and approval of Nippers, Ocean Swims, Branch Championships and commercial activations that provide considerable fundraising revenue for both clubs</p>
		Deliver annual program of public art including Bondi Pavilion Indigenous Public Art Work, North Bondi Kids Pool Public Art Work		Concept designs were received for Bondi Mermaids public artwork and the detailed concept design was received for Whale Dreaming Bondi Pavilion public artwork

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character</b> 	Implement Heritage and Social Impact Assessment recommendations	Review Development Applications in line with Heritage and Social Assessment guidelines		Heritage Assessment processes were established, and Interwar guidelines were prepared. Social Impact Assessment guidelines were adopted in September 2022, and a review is undertaken in line with the adopted guidelines
	Revise the Aboriginal Heritage study and prepare Management plans for all registered sites	Seek grant funding to undertake an Aboriginal Heritage Study		Preparation of the grant application is in progress
	Review heritage and character controls in strategic plans	Prepare inventory sheets of all items to be listed in the Heritage Planning Proposal		Awaiting gateway determination of Heritage Planning Proposal
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Commence Quinn Road Memorialisation Wall Project providing additional ash internments		The Quinn Road Memorialisation Project concept design was completed and endorsed by Council in December 2023 for placement on public exhibition
<b>2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments</b> 	Provide a range of Arts, Culture and Events programs to promote local participation, engagement and exchange	Explore program opportunities across Waverley precincts to activate spaces and promote local connections		<p>Events such as Festival of the Winds and Carols by the Sea was delivered to activate Bondi Beach precinct. Work is underway to redesign the Global Table for delivery in 2024.</p> <p>Bronte House Open Weekends is delivered on an ongoing basis. New heritage walk and drawing workshop were trialled to enhance the program.</p> <p>New local stories for the Bondi Story Room are published on a regular basis</p>

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



## 2.7

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.7.1. Provide safe, accessible and diverse spaces and facilities for different users</b> 	Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles	Implement community feedback to improve existing recreation programs including activities that promote active and healthy lifestyles	▶	One hundred sixty-six active senior classes were organised with 2,295 attendees. Twenty-four school holiday programs were organised with 349 attendees
	Maximise the use and access to public open recreation spaces and sports fields	Continue to promote community venues, sport fields and recreation facilities to increase utilisation and analyse usage / availability to prepare options for partnerships to increase usage and community participation	▶	Daily swap-overs of multi-purpose courts enabled utilisation across three sports (basketball, tennis, netball) by various community sporting groups. Council continued to provide a range of school holiday programs to meet varying community interests
	Deliver accessible community facilities and venues that cater for the diverse needs of the community		▶	Increased promotion of Expression of Interest periods for community venue hire was undertaken through print and online channels to drive additional applications and utilisation across all facilities for 2023–24
<b>2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works</b> 	Implement the Open Space and Recreation Strategy action plan and the Inclusive play space study	Complete the upgrade and expansion of Waverley Park Playground and Fitness Station and upgrade Gilgandra Reserve playground	▶	All internal playground works are complete for Waverley Park playground and playground open to the public. Minor outstanding works on the playground will be completed in 2024. Gilandra Reserve scope is currently being finalised, and the procurement phase has begun for a head contractor
<b>2.7.3. Leverage opportunities to provide new and extended spaces in key locations</b> 			▶	

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



## 2.8

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency</b> 	Prepare and implement a new Bike Plan and a new Walking Plan	Prepare the next iteration of the Bike Plan and Walking Plan	▶	The Bicycle strategy is currently in the procurement phase for a consultant.  The consultant is undertaking data analysis for the Walking strategy
	Implement cycling infrastructure, bike paths and pedestrian safety projects	Deliver cycling infrastructure and improved pedestrian safety as part of the Curlewis Street Upgrade	▶	Curlewis Street Upgrade has commenced with minor investigative works. Construction on the streetscape upgrade will begin in March 2024
	Develop an integrated transport solution that addresses traffic, parking and considers neighbourhood and place outcomes	Undertake the Local Area Traffic Study in key areas in Waverley to inform the integrated transport solution	▶	A Consultant has been engaged for the Local Area Traffic Management study for the Bondi area and the background data report has been provided for officers to review
<b>2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging</b> 	Facilitate alternatives to private car transport such as improved access to bus and car share vehicles	Review car share policy requirements with operators and other councils	▶	Reviews are continuing on the car share policy











STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions






THEME 2: PLACE



## 2.9

### Manage traffic, transport and parking in a balanced way

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes</b>  	Effective management of Council car parks to optimise revenue and customer experience	Investigate alternative revenue streams within Council car parks from local businesses and other customer segments		Revenue was enhanced with the introduction of a new technology resulting in misuse prevention in Council car parks by customers seeking to avoid payment
	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Identify smart parking technology to improve real time parking data		A limited trial of mobile license recognition cameras was undertaken in September and October 2023
	Ensure residential and commercial parking areas are patrolled	Patrol residential and commercial parking areas		Commercial parking areas are patrolled daily and residential parking areas are patrolled on a rotating basis
<b>2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport</b>    	Develop safe and convenient access by foot, bike or public transport to important destinations	Develop Safe Walking Routes to School project, expanding beyond the core schools and securing funding for identified infrastructure projects		Baseline data and the parent survey has been carried out for the Safe Walking Routes to School project and work for the funding application is ongoing

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



## 2.10

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.10.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community</b> 	Implement the Strategic Asset Management Plan 6	Deliver annual actions in the SAMP Program		The SAMP program is delivered in line with the annual allocation. Projects include electrical upgrades, street signs and line markings in Bondi Junction, a new speed hump in Dover Heights, bus shelter and seat upgrades, and retaining wall and fencing works. The Capital Renewal Program for Council buildings is continuing with the Wairoa Baby Health Clinic and Bronte House refurbishment projects being completed in recent months
<b>2.10.2. Implement continuous improvement to achieve advanced maturity in asset management practices</b> 	Implement the Asset Management Improvement Plan as noted in SAMP 6	Deliver proactive maintenance activities to ensure all Council's civil infrastructure assets meet standards		Regular maintenance inspection program of civil infrastructure assets to meet standards is ongoing
	Undertake an asset management maturity assessment	Review asset data integrity and processes in preparation for migration into an Asset Management System		Work is ongoing, including asset information (GIS Layer) cleansing, analytics, maturity of data capture and consolidation and streamlining asset information layers
<b>2.10.3. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes</b> 	Implement priority actions identified in the Property Strategy 2020–2024	Develop plan and program to deliver Commercial Property Review recommendations		<p>New leases have been awarded for Waverley Park Kiosk, Shops 2 and 3, 276 Bronte Road and Tamarama Kiosk in the recent months.</p> <p>In addition, four new licenses have been awarded for mobile vendor operators to provide beach related services at Bondi Beach</p>

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions



THEME 2: PLACE



## 2.11

### Move towards a sustainable waste community and a circular economy

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill</b> 	Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials	Implement the new Waverley Waste Strategy to support the uptake of a circular economy		Implementation of the Waste Strategy is in progress. Activities such as FOGO trial planning is in progress. Online Bulky Waste booking system was rolled out and the waste calendar is made available online
		Implement a waste management system for in-vehicle monitoring, route optimisation, improved customer service capabilities and real-time data capture		Council's in-truck camera has been reviewed and updated for route optimisation, performance, data capture and access via 4G
		Plan for the introduction of a trial FOGO service in 2024–25, including engagement with the community and Council's waste processors		Recruitment has been completed for Council's new Waste Education Officer to begin the trial preparation
	Continue to implement Recycling and Contamination Improvement Program	Continue to implement recycling and contamination improvement program to residents and businesses		Council staff has continued to work with residents, building managers and strata managers to improve contamination issues. Initiatives include bin room audits and provision of signage and education resources
		Deliver the Compost Revolution Program		Sixty-two worm farms and compost bins were delivered in Q1 and Q2 to residents
	Provide waste collection points and recovery programs for problem waste items	Continue to partner with City of Sydney and Woollahra Councils to deliver recycling drop off events for problem waste items		Council is continuing to partner with the City of Sydney and Woollahra Councils to deliver recycling drop off events for problem waste items

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions

THEME 2: PLACE



## 2.12 Keep public spaces clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>2.12.1. Reduce litter and Illegal dumping across Waverley through education and enforcement</b> 	Deliver litter and illegal dumping education and enforcement program	Implement Illegal dumping program		Preparation of Environmental Protection Authority grant to assist with proactive promotion and education to Waverley residents about illegal dumping is in progress
		Implement waste presentation compliance program to reduce litter from overflowing bins and incorrectly presented waste		Council staff has continued to work with residents, building managers and strata managers to improve contamination and illegal dumping issues
		Undertake beach litter audits		Beach litter audits are scheduled for completion in Q3
<b>2.12.2. Reliable and efficient public place waste</b> 	Deliver optimal public place waste infrastructure and services	Review public place bin locations in line with changes to the Waverley street scape		Street litter bin infrastructure has been reviewed in line with changes to the streetscape
		Service and maintain public place bins		Bin repairs and replacements were completed as required

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions



## Theme 3: Performance

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

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

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

THEME 3: PERFORMANCE

# Performance: our objectives

## What will we focus on?

3.1



**Community engagement opportunities**

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

3.2



**Excellent Customer Experience**

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

3.3



**Financial Sustainability and Resource Management**

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

3.4



**Governance, Capacity and Capability**

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

3.5



**Resilient Economy**

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

3.6



**Smart and Innovative**

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

# Performance: strategies

## How will we achieve our focus?










### 3.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage</b> 	Implement Community Engagement Policy and Strategy 2021	Engage Precinct committees on strategic issues		Precincts continued to be engaged on strategic issues such as Curlewis Street Upgrade, Gould Street Improvements, Notts Avenue Boardwalk Upgrade, Salisbury Street and Henrietta Street Safety Improvements, Clifftop Walkway Upgrade, Bronte Ocean Pool Upgrades, and the Draft Tamarama Park and Beach Plan of Management (POM).  Precinct feedback continued to be very positive on the effectiveness of engaging through online, face-to-face and hybrid meetings, as it allows greater participation from a wider group of people
		Partner with community groups, and other agencies to engage hard to reach groups on decisions impacting the community		Preparation to engage hard-to-reach segments of the community, such as children and youth, through the Youth Summit 2024 is in progress. The Community Engagement Guidelines are revised to showcase best practices and procedures that demonstrate effective engagement
		Organise customer service training for relevant Council staff		Internal Customer Experience training for all Council staff has been created and launched. This training entails real-life scenarios for indoor and outdoor workforces, a entailing appropriate responses that exemplify Council values and our Service Promise. More specialised training is being explored for community facing staff

● THEME 3: PERFORMANCE

### 3.1 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.1.2. Ensure our engagement practices are accessible and inclusive</b>  	Implement Community Engagement Policy and Strategy 2021	Utilise new telephony system capability to undertake customer research		Council implemented a new telephony system in February 2023 enabling significant customer insight capability. These insights are being extracted and utilised to understand caller patterns, feedback, sentiment and workforce management. Implementation is nearing completion with the extension of the new system to other customer service channels, such as email and webchat
		Assess accessibility of engagement opportunities for under-represented groups		Adopted in August 2023, Council's Community Engagement Strategy includes facilitating Have Your Say pop-ups across each ward annually. These pop-ups facilitate discussion and engagement on relevant projects and initiatives led by Council. One Have Your Say pop-up has been facilitated from which feedback has been collated and analysed. Council is also exploring different ways of engaging with people based on community feedback to offer appropriate channels of engagement (i.e. online, workshops, and focus groups)
<b>3.1.3. Continual development of an organisational culture focused on best practice community engagement</b>  	Improve data sources and analytics via Waverley customer/audience evaluation processes	Establish communication dashboards to capture audience reach and impact to support evidence-based decision making		Council is currently exploring options to integrate various communication reporting systems into a dashboard format leveraging PowerBI

STATUS: ● Completed    In progress    In progress - impacted by unforeseen conditions  
 Delayed    Delayed/on hold - impacted by unforeseen conditions



THEME 3: PERFORMANCE



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas</b> 	Provide consistent level of customer experience tailored to suit the location, service and/or interaction	Develop organisational Customer Service Charter and Service Promise that reflect the communities expectations and Council's commitment to delivering high quality service		Council adopted a new Customer Service Charter representative of Council's commitment to providing excellent service through every customer interaction. The charter is available on Council website and at key sites across the LGA
		Review service level agreements for service requests to provide customer guidance and meet operational requirements		A plan to review all Service Level Agreements (SLAs) has been finalised to assess past performance on existing SLAs. The data extraction and assessment phase are in progress
	Implement Complaints Management Framework and monitor compliance with procedures	Deliver live dashboards to monitor complaints across Council to improve increased transparency, accountability action and resolutions		Council has produced live dashboards of key performance indicators via Microsoft Power BI. These include request volumes, the complaints assigned to departments, their SLA performance, and general volumes of complaints. The Leadership Team has been given access to monitor complaints statistics to ensure these are handled promptly

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions

● THEME 3: PERFORMANCE



### 3.3



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that respond to community needs and organisational capacity</b> 	Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans	Undertake Council's Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities	▶	The Six Monthly Progress Report for 1 January to 30 June 2023 was presented to the Council at its meeting in August 2023 and Audit, Risk and Improvement Committee in October 2023. The Annual Report 2022–23 was published in November 2023. Preparation of Operational Plan 2024–25 is in progress
	Implement Long Term Financial Plan [LTFP 6 (2022-2033)] and monitor budget on a regular basis	Undertake annual review of LTFP, quarterly budget review and monthly budget performance reports	▶	The annual review of the Long Term Financial Plan is in progress. The Executive Leadership Team undertakes quarterly and monthly budget performance reviews on an ongoing basis, and quarterly reports are presented to the Council
	Implement the Workforce Plan 2022–2026	Continue to implement priority actions in the Workforce Plan such as diverse workforce, tenure, wellbeing and age profile	▶	Values and Behaviours Train the Trainer sessions were completed in Q2, and Team Charters were developed in October 2023 across the organisation. Learning and development plans to improve work quality, safety and employee career development are in progress. Child Safe Policy was embedded via mandatory eLearning rolled out to all staff in September 2023. The Executive Leadership Team endorsed the new draft Recruitment Policy. The roll-out of training to promote diversity and inclusion and report unsafe practices, including facilitating Code of Conduct for all staff was completed in September 2023. Council continues to support the Apprentice and Traineeship program with seven positions filled and offers to be made to two school-based apprenticeships and traineeships students to commence in 2024. The de-escalation program was rolled out to frontline staff throughout 2023

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

● THEME 3: PERFORMANCE

### 3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability</b> 	Embed financial and environment sustainability across the organisation	Build organisational financial capability through financial frameworks, structured financial reviews, trainings, and cost benefit analyses	▶	A financial framework for budgeting is in place, and financial sustainability training was organised for Executive Managers. A cost-benefit analysis is undertaken
		Embed Sustainability into Council's policies, processes and values	▶	This is ongoing and has been incorporated into Council's Procurement Policies and Procedures
	Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community	Implement NSW Audit Office recommendations to improve procurement practices, including roll-out of the contract management framework and policy	●	The Executive Leadership Team endorsed the Contract Management Framework, and the Policy was rolled out. Ongoing training and support systems are in place to support implementation
	Embed sustainable procurement into our activities consistent with Council's sustainability commitments	Embed the circular economy principles in our sourcing activities consistent with Council's sustainability commitments	●	The circular economy principles were incorporated into the Procurement Policy and Procedures adopted by the Executive Leadership Team
<b>3.3.3. Deliver and review services to increase value for money</b> 	Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services	Undertake priority service reviews in line with the approved service review program	▶	Council is establishing a panel of service review providers to commence planned service reviews in Q3

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

THEME 3: PERFORMANCE



## 3.4






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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</b> 	Prepare and implement the Governance Framework	Review Internal Reporting Policy in alignment with the Public Interest Disclosures (PID) Act 2013 and train relevant PID officers		The Executive Leadership Team adopted the new Public Interest Disclosures Policy in October 2023. The policy is being rolled out. Public Interest Disclosure Officers were identified, and training is scheduled in Q3
		Review policy register and streamline policy management process		The policy register review is nearing completion. A system is in place to capture updated and new policies, and the policy management process review is in progress
		Facilitate and promote professional development for Councillors		Four Councillors have undertaken professional development, including company director courses, the executive certificate for elected members and membership in the Australian Institute of Company Directors
<b>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</b> 	Promote good financial governance, internal control and risk mitigation practices	Review and update financial policies, systems, procedures and business processes to improve financial compliance and risk mitigation		Bank Guarantee Procedure and Contract Management Framework and Policy were prepared and adopted by the Executive Leadership Team
	Implement an enterprise risk management framework	Conduct a business continuity exercise based on a major disruption of operations at one of Council's sites to identify and make refinements to business continuity plans		The draft Emergency Plan was updated for 55 Spring Street. Business Continuity Exercise for this site will inform the training schedule
		Conduct an internal audit program for high risk operational activities		Internal Audit program remains on schedule
		Review Council's Strategic Risk Management Plan		A Risk Appetite Program was prepared and presented to the Executive Leadership Team and Audit, Risk and Improvement Committee in Q2. The Risk Appetite workshop is scheduled for Q3

STATUS: Completed In progress In progress - impacted by unforeseen conditions  
 Delayed Delayed/on hold - impacted by unforeseen conditions

● THEME 3: PERFORMANCE









### 3.4 continued...


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.4.2. Uphold a commitment to accountable and transparent decision making</b> 	Prepare and implement the Governance Framework	Implement priority actions, including developing the Fraud and Corruption Control Plan 2023–24		Fraud and Corruption Control Working Group met in November 2023 to review the progress of the Fraud and Corruption Control Plan, adopted by the Executive Leadership Team in May 2023
		Continue to implement the Governance Framework		Priorities in the framework, such as the ARIC Charter and Internal Audit Charter review were completed. The Governance Framework is under review
		Promote and inform community on key decisions affecting community through different communication channels		A video summary by the Mayor of each Council meeting, highlighting the top decisions and issues from the meeting is now posted on social media. A trial is underway to allow members of the public to address Council and Committee meetings via video conference instead of attending in person. The outcome of the trial will be reported to Council in early 2024
	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies		Monthly investment reports, Monthly GST returns, grant acquittal financial reports, and annual financial statements were prepared

STATUS: ● Completed    ▶ In progress    ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed    ■ Delayed/on hold - impacted by unforeseen conditions

THEME 3: PERFORMANCE

### 3.4 continued...






OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance</b>  	Develop and implement a Total Rewards Framework	Source and implement Performance Management system		Senior leaders refined and improved the staff performance review process to ensure consistent and regular feedback mechanism is in place to provide clarity about work responsibilities and a focus on identifying opportunities for development or progression
		Continue to build on the Leadership Development Program for senior leaders and introduce Future Leaders program for front line leaders		Twenty-three participants completed the Future Leaders Program in October 2023. Participants were provided the option to pursue the complete Certificate IV as part of the NSW Smart and Skilled funding and Waverley's Study Assistance Program
		Review and revise health & safety wellbeing programs and activities to ensure fit for purpose		A range of health and safety programs were identified and implemented, including three Mental Health toolbox talks during World Mental Health Month, recruitment of Mental Health Champions, and the Mental Health is Everybody's Business talk. The yoga program was extended from October to December 2023. Waverley Health and Safety Committee meetings and staff training are held on an ongoing basis.
<b>3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community</b>  	Implement the Capability Framework	Review and revise position descriptions and integrate Capability Framework		More than 100 position descriptions were reviewed and updated. A review of C-K role categories is in progress, with plans to implement the changes in Q3






STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions



THEME 3: PERFORMANCE

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.4.5. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric</b>  	Deliver the ICT Modernisation Program	Implement priority systems identified under the ICT Modernisation Program		Council’s digitisation and modernisation program is progressing well and undergoes regular reprioritisation and refinement to mobilise its workforce, improve business intelligence and focus on service delivery. Priority projects currently underway include the Finance SaaS transition Project, Cyber Maturity Uplift and Information management programs
		Review Council’s information security and undertake gap analysis in line with Mandatory25		Work is underway to enhance information security controls, including finalising a draft Information Classification Policy that defines information assets within dimensions of confidentiality, integrity, and availability and assigns escalating levels of information security controls
		Deliver business and spatial intelligence projects for better planning and decision making		The data exchange project to enhance the BYDA (Before You Dig Australia) service is complete. The creation of tree asset register map layers is in progress. In-field data collection projects, including EV charging and occupancy audit are scheduled for Q4

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  
 Delayed  Delayed/on hold - impacted by unforeseen conditions

THEME 3: PERFORMANCE



## 3.5

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







OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.5.1. Improve Waverley's post COVID-19 economic resilience through innovation</b> 	Prepare and implement an innovation roadmap	Deliver priority actions from Innovation Roadmap themes such as Innovation forum and business workshops	●	The Becoming Cybersmart for Small Business workshop was delivered in October 2023, in alignment with the Small Business Month. The workshop was open to all business sectors looking to improve business cybersecurity. There were 30 attendees
<b>3.5.2. Position Waverley as a future business destination and promote local businesses</b> 	Deliver businesses services and activation activities across Waverley		▶	The Becoming Cybersmart for Small Business workshop was delivered in October 2023, in alignment with the Small Business Month. The workshop was open to all business sectors looking to improve business cybersecurity. There were 30 attendees
	Deliver recognition for excellence in local business programs	Continue delivering business awards to recognise excellence	●	Business Awards was organised in November 2023 with 12 categories and related winners. Approximately 200 people attended the event
<b>3.5.3. Support and enhance the visitor economy</b> 	Implement the Waverley Sustainable Visitation Strategy 2019–2024.	Create and promote virtual place based offerings and information for visitors	▶	Council developed and launched four walks, including the Coastal Nature Walk, First Nations, Public Art and Waverley Cemetery, accessible online via <a href="https://hellobondi.com.au/walks">hellobondi.com.au/walks</a>






STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

THEME 3: PERFORMANCE





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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p><b>3.6.1. Improve and increase the quality and quantity of data shared in the local business community</b></p> <p> </p>	<p>Research, analyse and promote a range of data and trends that monitor the local economy</p>	<p>Release relevant business data sources to inform decision making through the business resource centre (e.g. ED Newsletter, biannual Occupancy Audit)</p>		<p>Occupancy Audit was completed in December 2023</p>
<p><b>3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer</b></p> <p> </p>	<p>Position business incubator as an innovative hub for local community</p>	<p>Host a business pitching event centred on innovation</p>		<p>Bondi Innovation Forum, including the annual SharkTank event in partnership with the Bondi Chamber of Commerce is scheduled for the first week of May 2024</p>
<p><b>3.6.3. Enhance communication and engagement channels to improve service delivery</b></p> <p> </p>	<p>Maximise the use of existing engagement tools such as Have Your Say</p>	<p>Explore and implement website improvements to improve accessibility, presence and ease of subscription to Have your Say newsletters</p>		<p>The community will be engaged to gather feedback on how they would like to be engaged. The Have your Say newsletters will also be promoted in this engagement. Council is currently exploring the data captured from communication channels across Council that have received user consent for Council to communicate with recipients</p>

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  Delayed  Delayed/on hold - impacted by unforeseen conditions

● THEME 3: PERFORMANCE

### 3.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<b>3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces</b>   	Implement Local Studies Digitisation Strategy	Populate Local Studies online platform to provide community access to digitised local history resources	●	The Local Studies online archive containing an extensive collection of digitised images and documents was launched for public access in September 2023
	Prepare and implement the Waverley Library Strategy	Improve and refurbish physical spaces in the Library in alignment with the Waverley Library Strategy	▶	The physical environment of the Library was improved through a reduction in shelving and underutilised collections, better display of books and increased seating and reading areas. New furniture was ordered for the ground floor to enhance the appearance and functionality of the spaces
		Update the Library Collection Development Plan to ensure collection is current and relevant to the community	▶	Updates to the Library collection to ensure relevance to the community is ongoing and included in the Library Operational Plan 2023-2026
		Develop a library membership plan to increase membership and engagement	▶	This activity is scheduled for action in Q3 and Q4 as identified in the Library Operational Plan 2023-2026

STATUS: ● Completed   ▶ In progress   ▶ In progress - impacted by unforeseen conditions  
 ■ Delayed   ■ Delayed/on hold - impacted by unforeseen conditions



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CUSTOMER SERVICE CENTRE

55 Spring St, Bondi Junction, NSW 2022

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Department of Planning and Environment



# Explanation of Intended Effect: Changes to create low- and mid-rise housing

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December 2023

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# Acknowledgement of Country

The Department of Planning and Environment acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

Published by NSW Department of Planning and Environment

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Explanation of Intended Effect: Changes to create low and mid-rise housing

First published: December 2023

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# Abbreviations

Term	Explanation
Codes SEPP	State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
DA	Development Application
DCP	Development Control Plan
DPE	Department of Planning and Environment
EIE	Explanation of Intended Effect
EP&A Act	<i>Environmental Planning and Assessment Act 1979</i>
Housing SEPP	State Environmental Planning Policy (Housing) 2021
LEP	Local Environmental Plan
R1 Zone	General Residential
R2 Zone	Low Density Residential
R3 Zone	Medium Density Residential
R4 Zone	High Density Residential
LRHDC	Low-Rise Housing Diversity Code, part of the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
MLS	Minimum Lot Size
SEPP	State Environmental Planning Policy
SEPP 65	State Environmental Planning Policy No 65 – Design Quality of Residential Apartment Development
Six Cities Region	A region defined in the <i>Greater Cities Commission Act 2022</i> which stretches from the Shoalhaven-Wollongong region to the south, the Blue Mountains to the west, and the Newcastle-Lower hunter region to the north
SILEP	Standard Instrument – Principal Local Environmental Plan: sets out the standard provisions that all local environmental plans must follow

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# 1 Introduction

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The NSW Government is proposing changes to the planning system. These changes respond to the housing crisis and will build a better planning system for the future.

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This document explains a suite of proposals to encourage more low and mid-rise housing options for NSW households that are in the right places and designed well.

We want to enable more diverse, well-designed, low-rise and mid-rise housing near established town centres and in areas where there is good public transport. This will address the immediate urgency of the housing crisis and create a fairer and more resilient housing market for the future. The changes will give NSW households more choice and promote vibrant, sustainable and liveable communities.

These proposals are the first step towards addressing the crisis. Our longer-term aim is to enable better planning that is led locally.

## Tell us what you think

We welcome your feedback on the changes we propose. To have your say, please complete the [online feedback form](#).

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## How this document is structured

This explanation of intended effect is divided into the following chapters:

- **Chapter 2: The housing crisis** explains the current housing issues NSW is facing and the need for a government response that is proportional and effective
- **Chapter 3: Opportunities for more housing** identifies the barriers and opportunities to encourage more housing in the right locations
- **Chapter 4: Policy proposals** details the proposed policy options to encourage more diverse and well-located housing
- **Chapter 5: Have your say** invites your feedback on the proposals.

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## Summary of the reforms

Appendix A summarises the proposed policy reforms.

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## Our broader response

The proposals in this document are the planning policy part of the Department of Planning and Environment's response. Our broader response to the housing crisis includes:

- a program to speed up development applications
- measures to increase the provision of social and affordable housing
- a Transport-oriented Development program.

Read more about the department's [response to the housing crisis](#).

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## Relevant legislation

In preparing this explanation of intended effect, the department has considered Division 3.30 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

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## 2 The housing crisis

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### 2.1 Housing in NSW

NSW is growing. One in five Australians lives in Greater Sydney. Almost one in four Australians lives in the broader Six Cities Region, which extends beyond Sydney to the Central Coast, Newcastle and the Illawarra–Shoalhaven. One million more residents are expected to call NSW home by 2034.

In the context of heightened demand, the supply of new homes is also declining. Residential building approvals have fallen since mid-2021. Multiple factors have driven this, including shortages of construction materials and labour, limited market feasibility, and rising interest rates.

In the 5 years to March 2023, NSW built 284,978 homes, or around 57,000 each year. But under current market and policy conditions, we expect fewer new homes will be built in the next few years. In the past 12 months, only 47,430 homes were completed.

Housing affordability pressures are affecting more households, and a growing population of renters now faces record-low vacancy rates.

We must act urgently to address the housing crisis, but we can also carry out targeted planning reforms now. This will create a more flexible planning system that can better respond to future shocks. It will also provide for homes where people want to live and create the climate-resilient, vibrant communities we want to live in.

---

### 2.2 National Housing Accord

The National Housing Accord (the Accord) was announced in October 2022. Under the Accord, governments across Australia, institutional investors and the construction sector are collaborating with a shared ambition to address housing supply and affordability, including through:

- an aspirational target of 1 million new well-located homes over 5 years from 1 July 2024.
- delivery of more affordable homes through immediate and longer-term actions.

In August 2023, National Cabinet endorsed a new national target to build 1.2 million new well-located homes to help align supply with expected demand over the next 5-years. In line with its relative population share of the National Accord target, NSW has committed to deliver at least 314,000 new homes by 2029, with a stretch goal of 377,000 homes.

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## National Planning Reform Blueprint

On 16 August 2023, National Cabinet met in Brisbane to agree on a range of new priorities to create more secure and affordable housing for Australians. The NSW Government has committed to delivering on the reforms in the blueprint.

The National Planning Reform Blueprint includes:

- updating state, regional, and local strategic plans to reflect housing supply targets
- promoting medium- and high-density housing in well-located areas close to existing public transport connections, amenities and employment
- streamlining approval pathways
- reforms to support the rapid delivery of social and affordable housing
- reforms to support timely issuing of development approvals
- considering the phased introduction of inclusionary zoning and planning to support permanent, affordable, social and specialist housing in ways that do not add to construction costs
- addressing gaps in design guidance for housing and building certification to ensure quality
- improving community consultation processes
- resourcing this work with professionals, including planners, in local government.

---

## 2.3 Well-located infill housing

### Sydney is one of the least dense global cities...

As well as having comparably low population density, Sydney's housing stock overwhelmingly comprises low-density detached homes. The current zoning rules in Sydney also make it difficult to provide the diverse range of housing types we need to accommodate our growing population, changing demographics and a wide range of housing preferences.

Within many of our residential areas, important and suitable housing types such as terraces and small apartment blocks are not allowed.

Even where the zone technically allows a certain housing type, it may be prevented in practice by incompatible planning controls.



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Figure 1: Residential flat building in Lane Cove

Small residential flat buildings are a key medium density housing option, but they cannot currently be built on most lots zoned for medium density homes.

### ... and urban sprawl is expensive and unsustainable

In recent years, there has been an overreliance on greenfield areas on the fringes of Sydney to provide much of our new housing. According to the NSW Productivity Commission's report, *Building More Homes Where People Want to Live*, between 2016 and 2021, fewer than 20% of new dwellings were built within 10km of the CBD.

In addition, there is a shortage of new homes in many parts of the city that have great transport options, convenient town centres, and local amenities such as parks and beaches. This undersupply of new housing in these key parts of the city has led to a lack of affordable choices where people want to live.

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Figure 2: A birds-eye view of a residential subdivision under construction

The Productivity Commission's 2023 report, *Building more homes where infrastructure costs less*, says we will need to build at least 550,000 new homes in Sydney by 2041 just to keep up with our growing population. We would need to go even further than this to tackle the housing affordability crisis.

The report found the costs of servicing new housing with infrastructure can be up to \$75,000 more expensive for each home in the outer suburbs compared to the inner suburbs. The most transparent and efficient way to build Sydney's housing from now on is to build the homes where infrastructure such as roads, rail, water, schools and open space costs less.

### Infill development

By supplying new housing in existing urban areas (known as 'infill development'), we can do density well by making sure new housing is built in locations that are well-served by infrastructure and have capacity for growth.

This will:

- allow new infrastructure to be funded in a more cost-effective way
- re-purpose and upgrade existing infrastructure

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- create efficiencies in providing infrastructure for growing communities
- minimise road congestion
- improve access to green spaces
- use our existing public transport networks
- lower costs for water, schools, and hospitals
- protect important habitat and biodiversity from an encroaching urban fringe.

## We lack a diversity of housing options

It is important to have a variety of housing options to cater for different housing needs, preferences and life stages. For example, the number of bedrooms is usually important for families with children, but convenience and access to shops and amenities are important for couples without children and older households (*The Housing We'd Choose*, Grattan Institute, 2011).

Although it is often assumed that living in a detached house on a large block of land is what most Australians want, research by the Grattan Institute found Sydney residents ranked 'whether the house is detached' as only the 5<sup>th</sup> most important variable when selecting a home. Having a big garden was ranked 20<sup>th</sup> (*The Housing We'd Choose*, Grattan Institute, 2011). Further, household sizes are changing in the Six Cities Region. A greater share of households are trending toward couples without children.

Recent research by the University of NSW's City Futures Research Centre on behalf of Government Architect NSW found that medium-rise apartment buildings were the most preferred type of building among apartment purchasers. These buildings of less than 20 apartments were preferred for their larger interior sizes, greater sense of community and smaller strata schemes.

Terraces, cottages and small apartment blocks represented much of the housing built in the first half of the 20<sup>th</sup> century. In the inner suburbs, these housing types now account for one-fifth of the housing stock (NSW Productivity Commission, *Building more homes where people want to live*, 2023).

Other important types of housing such as terraces and town houses used to be common options and comprised a much larger share of new residential builds.

In the areas where new housing has been concentrated in recent decades, however, the share of diverse housing types has been declining.



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This reduction in the diversity of new dwelling stock has been observed in recent years. Housing policymakers and the community are raising concerns that most new housing is either freestanding homes on the fringes of Sydney, or high-rise apartment buildings along busy roads (NSW Productivity Commission, *Building more homes where people want to live*, 2023). The Six Cities Region has an acknowledged and well-documented 'missing middle'.

In Sydney, most residential areas are zoned for low density (single family homes) and only a small proportion of land is zoned for medium or high-density development. The current zoning distribution does not sufficiently support a diverse housing mix, and where medium-density zones exist, key mid-rise housing types are not allowed. Delivering more well-located, diverse housing types is a key focus for the NSW Government as it will promote a greater array of housing options for households and create vibrant urban communities.

### **More homes should be located near public transport hubs and town centres**

More homes are best placed in areas that are well-serviced by town centres and good public transport, so people can quickly and easily get to where they need to be. This means that more people will be able to live within walking distance of supermarkets, restaurants, and good public transport to get them to work and other places. This is an accepted model of urban development that is commonly referred to as 'transport-oriented development'. It has been a key feature of strategic planning in NSW for many years.

There is still significant opportunity across NSW to make sure the homes we need are in these great locations. Taking this approach would address the housing challenges in a way that makes the most sense. This approach represents density done well. It makes daily commutes shorter and cheaper, taking the financial burden off households and curbing traffic congestion, leading to better quality of life. The goal is to build more homes and strategically position them close to where people need to go, giving more people access to convenient transport options and amenity.

---

## **2.4 Ongoing strategic planning efforts**

### **Strategic planning in NSW**

The planning process determines how we use and develop land – whether it be in a city, regional community or on a rural property. Strategic planning looks at the big picture. It helps inform how and where change can take place, if it's where new housing may be located, or where transport links or community infrastructure should go.

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Decisions about any development and the best use of land must be transparent, clear and fair. The NSW planning system ensures this by setting a clear strategic vision, which in turn informs planning controls that guide decisions. In NSW, regional and district plans created at the state level set the overarching vision for our region and its unique districts. Councils create local strategic planning statements, local environmental plans, and development control plans, which apply the strategic vision at a local level.

## How housing is delivered

Housing delivery is a shared responsibility. At the federal level, the Commonwealth works with state and local governments, investors and industry to set aspirational housing targets and support additional housing supply through the National Housing Accord.

The NSW Government and councils work to meet these targets by ensuring the planning system allows for and incentivises well-located housing. This includes long-term strategic planning, delivering infrastructure at the right time, zoning land and setting controls, and assessing development. Many councils also have a local housing strategy which details how much housing (and of what types) needs to be delivered in the local area, where it will go, and how it will look.

When state and local strategic plans are in place, government agencies and the development industry are then able to use the planning system to deliver quality social, affordable and market housing in the right places to support growing communities.

## Infrastructure is critical to housing

Councils in NSW rely on a variety of funding sources to support the delivery of local infrastructure. This includes libraries, parks, roads, local transport infrastructure, recreation and sport facilities and stormwater drainage facilities to meet the needs of their communities. The right infrastructure funding mix will be needed to support increased housing supply as proposed in this document.

Section 7.11 local infrastructure contributions and 7.12 levies are the main mechanisms councils use to fund local infrastructure under Part 7 of the EP&A Act. In infill areas where new housing supply is proposed, councils already have section 7.11 and/or section 7.12 local infrastructure contributions plans in place. Because of this, it will be important to decide if councils' existing infrastructure contributions frameworks are enough to address any increased demand created by expected growth.

Section 7.11 and 7.12 contributions plans list infrastructure items to be delivered and their costs. These plans also specify how much councils will charge developers to pay for this infrastructure. The amount councils can charge for both section 7.11 and section 7.12 contributions is limited under NSW Government legislation and policy, as Table 1 shows.

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Table 1. Caps on council funding for local infrastructure

Funding mechanism	Cap
Section 7.11 Contributions	\$20,000 per home/lot for most infill areas
Section 7.12 Levies, calculated using a simple percentage levy based on the cost of development	1% of the cost of development for most areas

The changes to the planning system that we propose in this explanation of intended effect will result in more homes being built in infill areas. These will be areas already serviced by state and local infrastructure, such as roads, rail and bus infrastructure, water and drainage, schools and open space. This is an efficient approach to infrastructure provision.

While increasing housing supply in infill areas will increase demand on existing infrastructure, it also allows us to upgrade, improve and deliver more local amenities and services through development contributions. The delivery of any new or upgraded existing infrastructure to support housing supply must be well coordinated and funded. We propose using existing mechanisms in the infrastructure contributions system to fund state and local infrastructure (see section 4.4).

The Six Cities Region

The Six Cities Region is Australia’s first global-city region. It is a network of six connected cities in Australia that connect to each other , while celebrating and drawing on each city’s unique character and strengths.

The Six Cities Region is made up of:

- Lower Hunter and Greater Newcastle City
- Central Coast City
- Illawarra–Shoalhaven City
- Western Parkland City
- Central River City
- Eastern Harbour City.

. The [Six Cities Region Discussion Paper](#) has been released. It represents the first step in planning at this scale. New region and district plans will be published in 2024, and these will feed into new local plans created by councils over the coming years.

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## 2.5 Applying the proposed reforms

The proposals outlined in this EIE represent a progressive approach to accommodating growth across the Six Cities Region. The planning system needs to enable and incentivise more density and diverse housing options in well located areas. The proposed reforms are designed to deliver new housing supply in established areas that have capacity to accommodate growth in a way that capitalises on current and future investment in public infrastructure.



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### 3 What's preventing more low and mid-rise houses being built?

NSW needs more well-located mid-rise housing options such as small blocks of units. They are a strongly desired development type among buyers and renters. Small apartment developments can exhibit high quality design for the benefit of residents and the local neighbourhood while contributing to the vibrancy of our centres.

#### 3.1 Mid-rise housing

For this explanation of intended effect, **mid-rise housing** refers to residential flat buildings and shop-top housing that is generally between 3 and 6 storeys. These small-scale residential buildings are important to promote in our overall housing mix. They cater to a variety of needs and preferences and create more inclusive and vibrant communities.



Figure 3: Mid-rise housing types L-R residential flat buildings and shop top housing

#### What are Residential Flat Buildings (RFB) and shop top housing?

A residential flat building is a building that contains three or more homes and is 2 or more storeys. At least one of the homes must not have direct access at the ground level for it to be considered a residential flat building. It does not include other similar residential buildings such as co-living housing or multi-dwelling housing. Residential flat buildings are commonly referred to as apartment

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buildings or flats. Residential flat buildings are a mandated permitted use in all General Residential and High Density Residential zones.

**Shop-top housing** is a building that contains one or more apartments above ground floor shops or other commercial uses. Shop-top housing is common in mixed-use neighbourhoods and town centres. It provides residential neighbourhoods with easy access to supermarkets, cafes, and other important services. Shop-top housing is a mandated permitted use in all General Residential, High Density Residential, Local Centre (E1) and Mixed Use (MU1) zones.



Figure 4: Shop top housing in Surry Hills

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Figure 4: Residential flat building on Huntley Street, Alexandria

## There is a need for more well-located mid-rise housing

Well-located mid-rise housing options such as small blocks of units are a strongly desired development type among buyers and renters as identified in research from UNSW City Futures Research Centre cited earlier. Fulfilling the latent demand in the housing market for small apartment buildings provides an opportunity to address calls for greater housing diversity to meet the needs of people at different stages of life. Small apartment developments can exhibit high quality design for the benefit of residents and the local neighbourhood while contributing to the vibrancy of our centres.

## Mid-rise housing is often prohibited in well-located areas

Across the Six Cities Region, most residential areas, around 77%, are zoned for low density. But only around 12% of areas are zoned for medium density, and 2% for high density. Even in the 12% of Medium Density Residential zones, residential flat buildings and shop-top housing are prohibited in around 60% of these areas.

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Six Cities Residential Lots

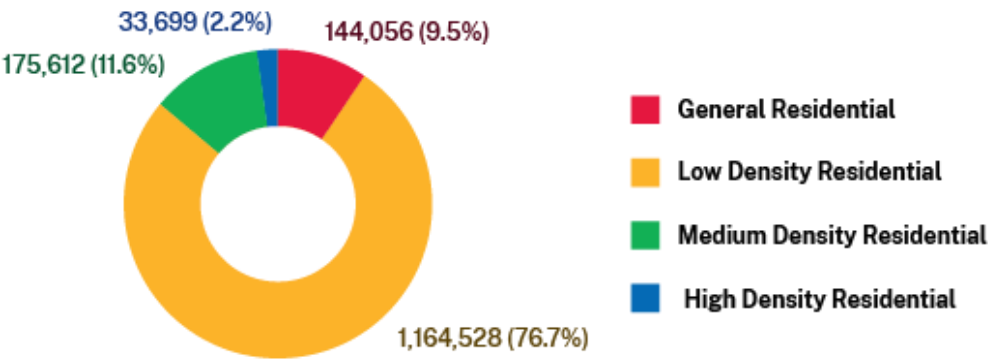


Figure 6: Overview of zoning of residential lots within the Six Cities region

Only 42% of well-located medium density lots in areas around heavy and light rail stations and close to important town centres permit residential flat buildings. This land needs to be better used by allowing development controls more suitable for mid-rise housing.

Restrictive development controls can discourage mid-rise housing

In the limited areas where mid-rise housing is permitted, site requirements and development controls can make delivering mid-rise housing a challenge.

Across all medium density lots in the Six Cities Region, the average maximum height of building control is around 9.9 metres and the average maximum floor space ratio control is 0.73:1. These controls only enable a 3-storey building with a limited number of apartments possible. Such small developments are not usually economically feasible to deliver in well located areas.

Height of Buildings Controls by Zone-Six Cities LGAs

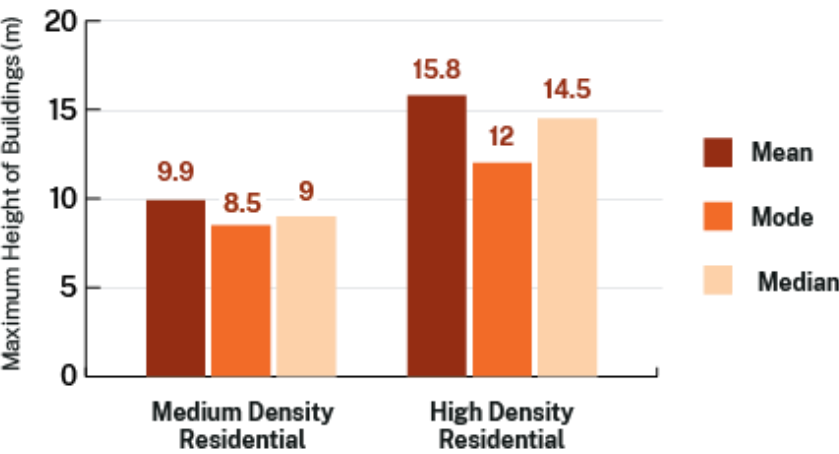


Figure 7: Overview of height of buildings controls in the medium and High Density Residential zones within the Six Cities



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Even in High Density Residential zones, the average maximum height of building control is around 15.8m and the average maximum floor space ratio control is 1.25:1. Again, these controls only enable a 4 to 5 storey building with a limited number of apartments possible.

In many medium and high-density residential zones, both the average and median built form controls are insufficient to realise the opportunities of mid-rise housing. Getting these planning settings right is critical to attracting investment in new mid-rise housing projects to deliver housing supply in well-located areas.

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## 3.2 Low-rise housing

For this explanation of intended effect, **low-rise housing** refers to multi dwelling housing (such as terraces and townhouses), manor houses and dual occupancies. It is generally one or 2 storeys, sometimes incorporating a habitable roof. It does not include freestanding houses.



Figure 8: Low-rise housing types L-R dual occupancy, multi-dwelling housing (terraces), manor house

### Multi dwelling housing (MDH) and manor houses

#### What are multi-dwelling housing and manor houses?

**Multi-dwelling housing** is a term used to describe residential developments that have three or more dwellings on a single lot with each dwelling having access at ground level. It includes rows of terraces and townhouses, but it does not include apartment buildings. They are a historically popular form of housing in Sydney, commonly found closer to the city centre. They are typically one or 2-storeys with a small front and back yard and setback to the side neighbours. They offer most of the benefits of a traditional freestanding house, but for a more affordable price.

**Manor houses** are small 2-storey apartment blocks. They are also an historically popular form of housing in Sydney's earlier suburbs, found in places like the eastern suburbs and the inner west. They often have the appearance and size of a 2-storey freestanding house but contain two apartments on the ground floor and two on the first floor. The ground floor apartments often get their own backyards, which offers a great level of amenity at a more affordable price.

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Figure 9: Manor house in Thornton



Figure 10: Townhouses in residential area at Gledswood Hills

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**Most low-density areas prohibit multi-dwelling housing and manor houses**

Multi-dwelling housing is prohibited in the Low Density Residential zone in 82% of lots across the Six Cities. This is particularly pronounced in Greater Sydney, where 94% of councils prohibit multi-dwelling housing in their low-density zones.

**Multi Dwelling Housing Permissibility in Low Density Residential Lots  
-Six Cities LGAs**

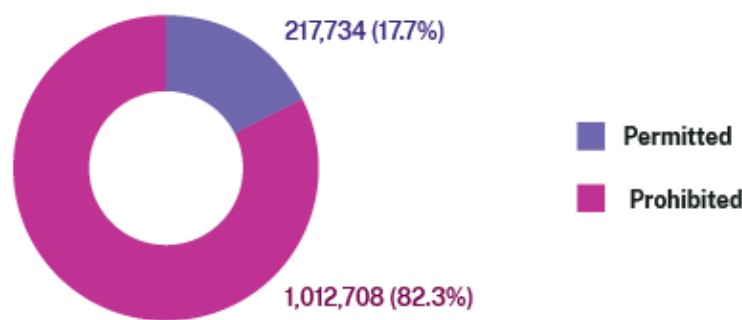


Figure 11: Permissibility of MDH across Low Density Residential zone lots within the Six Cities region

Similarly, manor houses are prohibited in all Low Density Residential zones in Greater Sydney, although they can be developed where multi-dwelling housing is permitted if using complying development under the Low-Rise Housing Diversity Code.

The main zone where multi-dwelling housing and manor houses are permitted is the Medium Density Residential zone where they are always permitted. The issue is that the medium-density zone only accounts for a small proportion of residential land, around 12% in the Six Cities Region.

Another issue is that Medium Density Residential zones also sometimes allow the multi-storey apartment buildings that developers usually prefer over the lower-yielding multi-dwelling housing and manor houses. So, there is a scarcity of land that allows for multi-dwelling housing and manor houses. And in the few areas they are allowed, developers often prefer apartments. As a result, very few new multi-dwelling housing and manor houses have been built in recent decades.

**Multi-dwelling housing and manor houses are suitable in well-located low-density areas**

Multi-dwelling housing and manor houses can be designed to comfortably sit within a freestanding house neighbourhood, without significantly changing character and offering a diverse and affordable option. Their scale and presence can be designed so they have no more impact than a freestanding house and they can enhance the desirable characteristics of a neighbourhood.



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Low-density residential zones that are within walking distance of town centres and transport hubs should be able to accommodate more multi-dwelling housing and manor houses. These housing types offer a sustainable way of encouraging more homes in low-density neighbourhoods. Focusing efforts in places that already have good access to public transport and everyday needs will avoid undesirable impacts such as more congestion and a lack of street parking.

**Some development controls discourage multi-dwelling housing and manor houses**

There are a range of development controls that often apply to multi-dwelling housing and manor houses. These can further limit the potential sites and make them particularly difficult to design, especially when compared to the controls for freestanding houses.

Many councils set minimum lot sizes that range between 700 m<sup>2</sup> and 2,000 m<sup>2</sup>. These minimum lot sizes can be unnecessarily large, as well-designed multi-dwelling housing and manor houses can easily fit on much smaller sites. These requirements often rule out large proportions of the already limited lots that allow multi-dwelling housing and manor houses, sometimes up to 75% of permitted lots in a given area.

There are also other controls, such as floor space ratio and minimum car parking requirements, that can make these housing types compromised in design, impractical to develop and economically unviable. Because of this, it is more workable to develop freestanding housing and larger apartment buildings.

**Dual occupancies****What are dual occupancies?**

Dual occupancies are two dwellings on a single lot and are commonly known as duplexes or semis. They are a common form of housing in Sydney, with a strong historical presence in the form of one and 2-storey 'semis' and in the more modern form of 2-storey duplexes. They are typically two side-by-side houses that both have a front yard, a back yard, and are setback to the side neighbours. They offer most of the benefits of a traditional freestanding house, but for a more affordable price.

**Dual occupancies are suitable in all low-density areas**

Well-designed dual occupancies are perfectly suited to provide more housing in all low-density residential areas across the state. Their scale, form and presence can be designed so they have no more impact than a freestanding house and they can enhance the desired character of an area.

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Figure 12: Dual occupancy housing in Ryde

Dual occupancies are prohibited in many low-density areas

Within the Six Cities region, dual occupancies are prohibited in 14% of low density lots. In the same region, within the Medium Density Residential zone, dual occupancies are prohibited in 35% of lots.

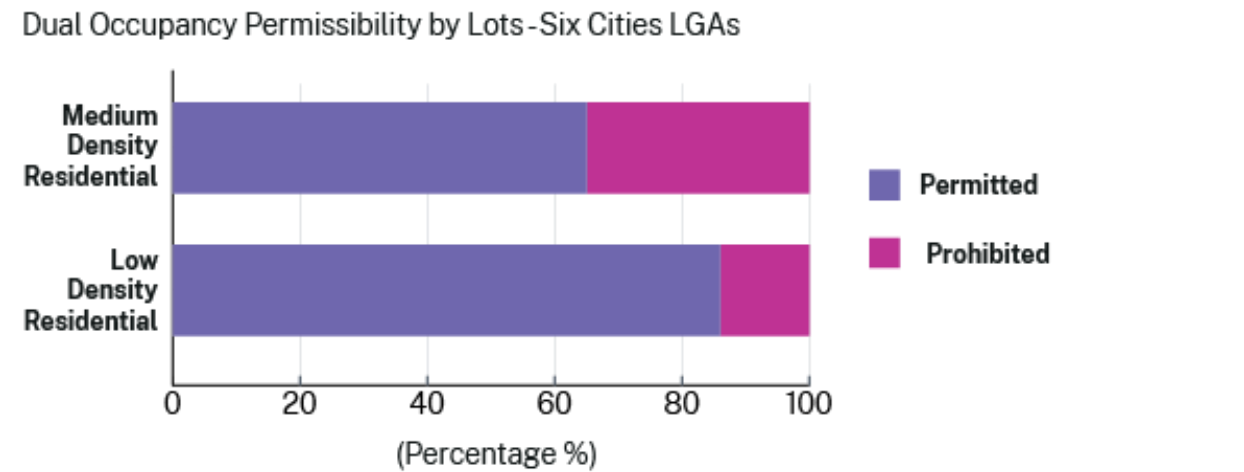


Figure 13: Permissibility of dual occupancies on low and Medium Density Residential zone lots within the Six Cities

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All Low Density Residential zones should be able to accommodate dual occupancies as a sustainable way to provide more housing supply and provide more diverse housing options for the community.

**Dual occupancies are suitable in the General Residential zone**

Within the Six Cities region, there are 23 LEPs with a General Residential zone. Of these, only 19 (or 83per cent) permit dual occupancies. General residential lots comprise 9.5% of all residential lots within the Six Cities.

An objective of the General residential zone is to provide a variety of housing types and densities. This objective can be more directly achieved by promoting dual occupancies in this zone.

**Unsuitable development controls discourage dual occupancies**

There are a range of development controls that often apply to dual occupancies which can further limit the sites where they can be built and make them particularly difficult to design, especially when compared to the controls for freestanding houses.

Many Councils set minimum lot sizes which range between 450m<sup>2</sup> and 800m<sup>2</sup>. These minimum lot sizes can be unnecessarily large as well-designed dual occupancies can easily fit on much smaller sites. These requirements often rule out a large proportion of the lots that permit dual occupancies, sometimes up to 72% of permitted lots in a given area.

There are also a range of other controls, like floor space ratio, that can make dual occupancies difficult to design. Because of this, it is often easier to develop freestanding housing.

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# 4 Policy proposals to build more low and mid-rise housing

## 4.1 Mid-rise housing

### Expanded permissibility within well located areas

The department is proposing to permit residential flat buildings on all Medium Density Residential zoned land in well located areas – that is, within station and town centre precincts. Since RFBs are a mandated use in the General Residential and High Density Residential zones, the Medium Density Residential zone presents an opportunity to expand the permissibility for this important mid-rise typology.

Figure 14 below shows the current and proposed permissibility settings for RFBs on well-located and other lots zoned for medium density within the Six Cities region.

RFB Permissibility in Medium Density Residential Zone -Six Cities LGAs



Figure 14: Permissibility of RFBs on well-located and other lots within Medium Density Residential zone in Six Cities

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## Mid-rise housing in Station and Town Centre Precincts

### Station and town centre precincts

The Station and town centres precincts are proposed to be:

- within the Six Cities Region; and
- 800m walking distance of a heavy rail, metro or light rail station; or
- 800m walking distance of land zoned E2 Commercial Centre or SP5 Metropolitan Centre; or
- 800m walking distance of land zoned E1 Local Centre or MU1 Mixed use but only if the zone contains a wide range of frequently needed goods and services such as full line supermarkets, shops and restaurants.
  - The Department is seeking input from councils to determine which E1 and MU1 centres contain an appropriate level of goods, services and amenities to be included.

## Non-refusal standards

To facilitate these developments, the NSW Government propose to set standards for non-refusal that will apply wherever residential flat buildings or shop top housing are permitted (currently or newly proposed) within Station and Town Centre Precincts with the exception of the Low Density Residential zone. The standards are designed to allow more density in the inner part of the precincts within 400 metres of the stations and centres and less density in the outer part of the precincts from 400 metres to 800 metres.

### Non-refusal standards

Non-refusal standards are a type of provision (legal condition) used in the planning system to set consistent standards for certain types of development and provide certainty and flexibility for councils and proponents.

Non-refusal standards are usually outlined in a SEPP and overrule LEP or DCP provisions. If the equivalent LEP or DCP standard is already more permissive than the non-refusal standard, it will continue to apply.

This approach gives councils the flexibility to set more permissive local controls that suit local areas. It also means that if a proposed development does not comply with the non-refusal standard but still complies with Council's standard, it will not need a clause 4.6 variation request.

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The purpose of this approach is to increase housing potential, not reduce what is already allowed.

The specific intentions are that if a development:

- Complies with the standard, a consent authority must not refuse consent on those grounds;
- Does not comply with the standard, it will be assessed under the equivalent applicable LEP or DCP standard;
- Does not comply with the standard, but does comply with the equivalent LEP or DCP standard, a clause 4.6 variation is not required;
- Does not comply with both the standard and the equivalent LEP or DCP standard, a clause 4.6 variation will be required.

The non-refusal standards have been calibrated to enable a typical 3 to 6 storey apartment building that can achieve an appropriate level of amenity for the apartments and to neighbouring dwellings.

All other applicable planning controls in Local Environmental Plans and Development Control Plans such as heritage and environmental considerations will continue to apply to the extent they are not inconsistent with these provisions.

The proposed non-refusal standards for residential flat buildings and shop top housing in the station and town centre precincts are:

In the inner part of the precincts within 400 metres of the stations/centres:

- Maximum Building Height: 21m
- Maximum FSR: 3:1

In the outer part of the precincts from 400 to 800 metres of the stations/centres:

- Maximum Building Height: 16m
- Maximum FSR: 2:1

The non-refusal standards will apply to any residential flat building and shop top housing development on land in station and town centre precincts (with the exception of land zoned R2). For residential flat buildings, the non-refusal standards apply to land where this land use is currently permitted or proposed to be permitted. For shop- top housing, the non-refusal standards apply where this land use is currently permitted.

We are also proposing to turn off minimum site area and width standards in LEPs as part of these reforms. This will allow development assessment to consider the individual merits of mid-rise developments on a case-by-case basis within the context of the site.



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## Design criteria to support mid-rise housing

The Apartment Design Guide gives consistent planning and design standards for apartments in NSW. It gives design criteria and general guidance about how development proposals can achieve the nine design quality principles identified in *State Environmental Planning Policy No 65 – Design Quality of Residential Apartment Development* (SEPP 65).

The proposed new mid-rise housing provisions in station and town centre precincts will be supported by suitable design criteria that will vary some ADG provisions. These measures will ensure that design controls applying to new mid-rise housing proposals are appropriately differentiated to facilitate smaller apartment buildings.

The design provisions will ensure mid-rise apartment buildings are well-designed and promote excellent amenity and liveability for residents and the community.

The intent of the proposed changes to the design criteria is set out below.

- **Building separations:** Reducing the minimum building separation requirements for 5 and 6 storey buildings to match the current requirements for up to 4-storey buildings.
- **Setbacks:** Front setbacks to be the average of neighbouring buildings with a 6m maximum. Side and rear building setback requirements are to increase by an additional 1m for every 2-storey difference in height between neighbouring buildings.
- **Vehicle Access:** Design of basement and ground floor for mid-rise building is not required to accommodate large vehicles entering or turning around within the site. Waste collection method to be detailed in Waste Management Plan.
- **Visual Privacy:** To be managed through the proposed modified building and separation provisions.
- **Communal Open Space:** A minimum of 8m<sup>2</sup> of communal open space is to be provided per apartment, up to a maximum 25% of the site area.
- **Landscaping:** Minimum deep soil and planting requirements, depending on the size of the site as set out Appendix B.
- **Car parking:** Minimum car parking rates to create a consistent set of appropriate requirements for mid-rise housing across the Six Cities.

## Affordable Housing

The existing In-fill Affordable Housing bonus provisions of the Housing SEPP will continue to apply for development under the proposed mid-rise housing in station and town centre precincts provisions.



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The department is also proposing to work with local councils to introduce affordable housing contribution schemes (inclusionary zoning) on more land across the Six Cities where there has been sufficient value uplift. Further consultation about this is expected in 2024.

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## 4.2 Low-rise housing

### Multi dwelling housing and manor houses

#### Expanded permissibility

We propose to make multi-dwelling housing and manor houses permitted with consent in the Low Density Residential zone within station and town centre precincts.

Manor houses will be characterised as 2-storey residential flat buildings (excluding any habitable roof). They will not be limited to 3 or 4 dwellings as they currently are under the Codes SEPP.

#### Station and town centre precincts

Station and town centres precincts will be:

- within the Six Cities Region; and
- 800m walking distance of a heavy rail, metro or light rail station; or
- 800m walking distance of land zoned E2 Commercial Centre or SP5 Metropolitan Centre; or
- 800m walking distance of land zoned E1 Local Centre or MU1 Mixed use but only if the zone contains a wide range of frequently needed goods and services such as full line supermarkets, shops and restaurants
  - The Department is seeking input from councils to determine which E1 and MU1 centres contain an appropriate level of goods, services and amenities to be included.

#### Non-refusal standards

We propose to set key non-refusal standards that will apply to MDH and manor houses wherever they are permitted in Station and Town Centre Precincts. The non-refusal standards are designed to encourage MDH and manor houses to achieve the benefits of more and diverse housing while managing their impacts on surrounding properties, the local environment and neighbourhoods.

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Proposed non-refusal standards for multi-dwelling housing (terraces), multi-dwelling housing and manor houses in station and town centre precincts are:

**Multi dwelling housing (terraces)**

- Maximum Building Height: 9.5m
- Maximum FSR: 0.7:1
- Minimum Site Area: 500m<sup>2</sup>
- Minimum Lot Width: 18m
- Minimum Car Parking: 0.5 space per dwelling

**Multi dwelling housing**

- Maximum Building Height: 9.5m
- Maximum FSR: 0.7:1
- Minimum Site Area: 600m<sup>2</sup>
- Minimum Lot Width: 12m
- Minimum Car Parking: 1 space per dwelling

**Manor Houses**

- Maximum Building Height: 9.5m
- Maximum FSR: 0.8:1
- Minimum Site Area: 500m<sup>2</sup>
- Minimum Lot Width: 12m
- Minimum Car Parking: 0.5 space per dwelling

The non-refusal standards will apply to any multi-dwelling housing, multi-dwelling housing (terraces), or manor house in station and town centre precincts where they are currently permitted or proposed to be permitted under these proposals.

**Lot size and width**

The proposed minimum lot size and width standards provide sufficient space for a typical 2-3 bedroom dwelling layouts with a reasonable front and back yard, side setbacks to the neighbours, and car parking for most dwellings.

**Floor space ratio and building height**

We have set the proposed floor space ratio and building heights to encourage these housing types. They provide more floor space allowance than most low-density areas which will encourage MDH and manor houses rather than large freestanding houses. The building height is designed to accommodate 2 storeys with the potential habitable roof, depending on the design. Built form

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impacts on neighbours such as privacy and overshadowing will still need to be considered through the design criteria in the applicable design guides and local requirements.

**Car parking**

The proposed car parking rates for terraces and manor houses will be a reduction to most council's current DCP requirements and the standards of the Codes SEPP. The proposed rates will only apply in the target precincts which have walkable access to most needs and alternative transport options. The reduced rates for terraces will also reduce the need for multiple driveways along the street and the resultant impact that has on street parking and landscaping. For manor houses, reduced parking rates will facilitate better design outcomes including increased landscaping and more privacy for neighbours.

**Application of other Planning Controls**

All other applicable planning controls in Local Environmental Plans and Development Control Plans such as heritage and environmental considerations will continue to apply to the extent they are not inconsistent with these new provisions.

Landscaping requirements outlined in relevant DCPs will continue to apply and the Low Rise Housing Diversity Design Guide will continue to be relevant. The Design Guide will be updated to be consistent with the landscaping targets set out in Appendix C.

The Low Rise Housing Diversity Code will continue to only apply to MDH (terraces) and manor houses limited to 3 or 4 dwellings. This includes on land where it is proposed to newly permit these land use types.

To ensure good design outcomes are achieved, for development applications the consent authority must consider the Low Rise Housing Diversity Design Guide for development applications. Similarly, complying developments will continue to be required to be consistent with the Low Rise Housing Diversity Design Guide for complying development with a verification from a registered architect.

**Subdivision**

We propose to permit the torrens subdivision of multi-dwelling housing (terraces) provided the proposed lots meet appropriate size, width and access requirements.

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## Dual occupancies

### Expanded permissibility

We propose to permit dual occupancies in all Low Density Residential zones across NSW. We are also looking to work with the remaining few councils whose LEPs prohibit dual occupancies in the General Residential zone to consider whether they could be permitted.

### Non-refusal standards

We propose to set key non-refusal standards that will apply to dual occupancies wherever they are permitted in Greater Sydney. The non-refusal standards are designed to encourage dual occupancies to realise the benefits of more and diverse housing in low-density areas.

#### Non-refusal standards for dual occupancies

Proposed non-refusal standards for dual occupancies in Greater Sydney:

- Maximum Building Height: 9.5m
- Maximum FSR: 0.65:1
- Minimum Site Area: 450m<sup>2</sup>
- Minimum Lot Width: 12m
- Minimum Car Parking: 1 space per dwelling

The non-refusal standards will apply to any dual occupancy in Greater Sydney where it is currently permitted or proposed to be permitted under these proposals.

### Lot size and width

The proposed lot size and width is set at the lower end of the range of lot sizes that apply in different Council areas in Greater Sydney. It provides sufficient space for a 3-to-4-bedroom dwelling layout with a reasonable front and back yard, side setbacks to the neighbours, and a garage for each dwelling.

### Floor space ratio and building height

The proposed FSR provides slightly more floor space allowance than most low-density areas, which will encourage dual occupancies rather than large freestanding houses. The proposed building height is designed to accommodate a 2-storey dual occupancy. Built form impacts on neighbours such as privacy and overshadowing will need to be considered through the design criteria in the applicable design guides and local requirements.

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**Car parking**

The proposed car parking rate is typical in many areas and will be a slight reduction in some. It is important that excessive car parking is not required, as it can influence whether a dual occupancy can fit on any given site. One space is sufficient to ensure there is not a significant impact on car parking availability in the street.

**Application of Other Planning Controls**

All other applicable planning controls in Local Environmental Plans and Development Control Plans such as heritage and environmental considerations will continue to apply to the extent they are not inconsistent with these new standards.

Landscaping requirements outlined in relevant DCPs will continue to apply and the Low Rise Housing Diversity Design Guide will continue to be relevant. The Design Guide will be updated to be consistent with the landscaping targets set out in Appendix C.

Under the complying development pathway, proposals will continue to be required to be consistent with the Low Rise Housing Diversity Design Guide for complying development.

**Affordable Housing**

The existing In-fill Affordable Housing bonus provisions of the Housing SEPP will continue to apply for development under the proposed low-rise housing provisions.

**Subdivision**

It is proposed to permit the torrens subdivision of dual occupancies provided the proposed lots meet appropriate size, width and access requirements.

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## 4.3 Flooding

Managing the risk of flooding to life and property through local planning controls is a key priority for the NSW Government. We need to ensure that all new development in flood prone areas is compatible with the current and future flood risk of the land.

Council's current flooding controls will continue to apply to all development where the low- and mid-rise reforms are proposed to ensure that flood risk is appropriately managed. In areas of particularly high flood risk, such as the Hawkesbury Napean Valley, the Department will work councils to exclude the relevant areas from the application of the proposed reforms.

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## 4.4 Infrastructure Contributions

The NSW planning system allows councils and the NSW Government to collect contributions that fund infrastructure needed to support new development.

From 1 October 2023, all residential development that intensifies land use (where new dwellings are created) will be subject to the Housing and Productivity Contribution (HPC) and will replace the former State Infrastructure Contribution (SIC). HPC contributions will go towards the provision of state and regional infrastructure such as roads, parks, hospitals and schools. It does not affect how councils collect local contributions.

Councils will continue to require the payment of section local infrastructure contributions (7.11 and/or section 7.12 contributions) for all new development in accordance with relevant council contributions plans. Revenue collected goes towards funding infrastructure like community facilities, stormwater drainage, local open space and local roads.

In infill areas where there will be additional housing supply as a result of this proposal, councils already have section 7.11 and/or section 7.12 contributions plans in place that apply to new residential development. These existing plans will allow councils to collect more revenue as more dwellings are built.

However, it is important to ensure that councils will have sufficient revenue to fund any new or upgraded local infrastructure that may be required. Some changes may be needed to councils' current contributions frameworks to allow for anticipated growth.

The department will work with councils to identify where further infrastructure planning and funding is required and accelerate that work to ensure it is in place at the right time.

The best approach will depend on the current contributions framework in the area, anticipated growth and local infrastructure needs. Stakeholder consultation, including public exhibition, will be necessary before any changes are carried out.

### Council feedback on infrastructure needs

We are seeking feedback on councils' preferred approach to identifying and addressing additional infrastructure needs that arise as a result of the proposed changes. The aim is to ensure that delivery of local infrastructure occurs at a rate that will keep up with the anticipated growth needed to address the housing crisis.



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## 4.5 Relationship with the Transit Oriented Development program

The Department is also progressing a Transit Oriented Development program, which will fast-track rezoning in 8 key precincts, and introduce new planning settings in a number of other identified station precincts across the Six Cities, including new permissibility settings, built form controls, social and affordable housing provisions and heritage arrangements.

The proposed low- and mid-rise reforms will work in tandem with the Transit Oriented Development program to achieve good urban form through appropriate density transition around centres. The reforms proposed under the Transit Oriented Development program are generally more permissive than the low- and mid-rise reforms and therefore will prevail over the low and mid-rise controls, where areas overlap.

Read more about the department's [response to the housing crisis](#).

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## 5 Have your say

The Department of Planning and Environment welcomes community and stakeholder feedback on this explanation of intended effect. Your feedback will help us better understand the views of the community and will inform the proposals discussed in this document.

To submit feedback, complete the [online feedback form](#).

Your submission may address the issues raised in this document or you may give more input about the changes we propose.

We will publish a response to submissions after the exhibition period ends.

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# Appendix A – Summary of proposed reforms

Typology	Proposed permissibility change	Proposed non-refusal standards
Low-rise housing		
Dual occupancies	Make dual occupancies permitted with consent across Low Density Residential (R2) zones in NSW.	<p>Introduce non-refusal standards that apply to dual occupancies wherever they are permitted in Greater Sydney:</p> <ul style="list-style-type: none"> <li>• Maximum Building Height: 9.5m</li> <li>• Maximum FSR: 0.65:1</li> <li>• Minimum Site Area: 450m<sup>2</sup></li> <li>• Minimum Lot Width: 12m</li> <li>• Minimum Car Parking: 1 space per dwelling</li> </ul>
Manor houses	Make manor houses permitted with consent in the Low Density Residential (R2) zone within <i>station and town centre precincts</i> in the Six Cities region.	<p>Introduce non-refusal standards that apply to Manor Houses wherever they are permitted within <i>station and town centre precincts</i> in the Six Cities region:</p> <ul style="list-style-type: none"> <li>• Maximum Building Height: 9.5m</li> <li>• Maximum FSR: 0.8:1</li> <li>• Minimum Site Area: 500m<sup>2</sup></li> <li>• Minimum Lot Width: 12m</li> <li>• Minimum Car Parking: 0.5 space per dwelling</li> </ul>
Multi-dwelling housing (terraces)	Make MDH (terraces) permitted with consent in the Low Density Residential (R2) zone within <i>station and town centre precincts</i> in the Six Cities region.	<p>Introduce non-refusal standards that apply to MDH Terraces wherever they are permitted within <i>station and town centre precincts</i> in the Six Cities region:</p> <ul style="list-style-type: none"> <li>• Maximum Building Height: 9.5m</li> <li>• Maximum FSR: 0.7:1</li> <li>• Minimum Site Area: 500m<sup>2</sup></li> <li>• Minimum Lot Width: 18m</li> <li>• Minimum Car Parking: 0.5 space per dwelling</li> </ul>

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Typology	Proposed permissibility change	Proposed non-refusal standards
Multi-dwelling housing	Make MDH permitted with consent in the Low Density Residential (R2) zones within <i>station and town centre precincts</i> in the Six Cities region.	Introduce non-refusal standards that apply to MDH whenever they are permitted within <i>station and town centre precincts</i> in the Six Cities region: <ul style="list-style-type: none"> <li>• Maximum Building Height: 9.5m</li> <li>• Maximum FSR: 0.7:1</li> <li>• Minimum Site Area: 600m<sup>2</sup></li> <li>• Minimum Lot Width: 12m</li> <li>• Minimum Car Parking: 1 space per dwelling</li> </ul>
Mid-rise housing		
Residential flat buildings (RFBs)	Permit RFBs with consent in the R3 zone within <i>station and town centre precincts</i> in the Six Cities region.	Introduce non-refusal standards that apply to RFBs wherever they are permitted (excluding R2 zones) in <i>station and town centre precincts</i> in the Six Cities region.  Within <i>inner (0-400m)</i> <i>station and town centre precincts</i> in the Six Cities region: <ul style="list-style-type: none"> <li>• Maximum Building Height: 21m</li> <li>• Maximum FSR: 3:1</li> </ul> Within <i>outer (400-800m)</i> <i>station and town centre precincts</i> in the Six Cities region: <ul style="list-style-type: none"> <li>• Maximum Building Height: 16m</li> <li>• Maximum FSR: 2:1</li> </ul>
Shop-top housing (STH)	No change proposed.	Introduce non-refusal standards that apply to shop top housing (identical to those proposed for RFBs) wherever they are permitted (excluding for R2 zones).

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Typology	Other proposals
Mid Rise Housing (both RFBs and STH)	<p>Amend the <u>Apartment Design Guide</u> which sits under the <i>State Environmental Planning Policy No 65 – Design Quality of Residential Apartment Development</i> (SEPP 65) to include suitable design criteria for mid-rise housing (e.g. related to building separations, setbacks, vehicle access, visual privacy and communal open space).</p> <p>The design provisions will ensure mid-rise apartment buildings are well-designed and promote excellent amenity and liveability for residents and the community.</p>
Subdivision of MDH (Terraces) and Dual Occupancies	<p>New provisions are proposed to enable the torrens subdivision of multi dwelling housing (terraces) and dual occupancies that have been approved under the proposed low-rise housing reforms. The proposed lots will need to meet appropriate size, width and access requirements.</p>
Low Rise Housing through the Complying Development Pathway	<p>The <u>Low Rise Housing Diversity Code</u> will continue to apply including to areas where low rise typologies are proposed to be permitted under the reforms.</p>

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# Appendix B – Landscaping provisions for mid-rise housing

Development category	Tree canopy target (min % of site area)	Deep soil target	Tree-planting rate
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Residential flat buildings and Shop-top housing

Less than 650 m <sup>2</sup>	15%	As per Apartment Design Guide	For every 350 m <sup>2</sup> of site area or part thereof, at least one small tree must be planted in the deep soil area
650 m <sup>2</sup> – 1,500 m <sup>2</sup>	15%	As per Apartment Design Guide	For every 350m <sup>2</sup> of site area or part thereof, at least one medium tree is to be planted in the deep soil area
Greater than 1,500 m <sup>2</sup>	20%	As per Apartment Design Guide	For every 575m <sup>2</sup> of site area or part thereof, at least 2 medium trees or one large tree must be planted in the deep soil area



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## Appendix C – Landscaping provisions for low-rise housing

Development category	Lot size	Tree canopy target (min % of site area)	Deep soil target (min % of site area)	Tree-planting rate
Manor houses	<300m <sup>2</sup>	20%	20%	For every 200m <sup>2</sup> of site area, or part thereof, at least one small tree
	300-600m <sup>2</sup>	25%	25%	For every 250m <sup>2</sup> of site area, or part thereof, at least one medium tree
	>600m <sup>2</sup>	30%	30%	For every 350m <sup>2</sup> of site area, or part thereof, at least 2 medium trees or one large tree
Dual occupancies	<300m <sup>2</sup>	15%	15%	At least 1 small tree, per dwelling
	300-600m <sup>2</sup>	20%	20%	For every 200m <sup>2</sup> of site area, or part thereof, at least one small tree
	>600m <sup>2</sup>	25%	25%	For every 225m <sup>2</sup> of site area, or part thereof, at least one medium tree
Multi-dwelling housing (terraces)	<1,000m <sup>2</sup>	20%	20%	For every 300m <sup>2</sup> , or part thereof, at least one medium tree
	1,000-3,000m <sup>2</sup>	25%	25%	For every 200m <sup>2</sup> , or part thereof, at least one medium tree
	>3,000m <sup>2</sup>	30%	30%	For every 350m <sup>2</sup> , or part thereof, at least 2 medium trees or one large tree

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## Waverley Council Submission – EIE: Changes to create low and mid rise housing.

### Foreword

Throughout 2023, the New South Wales State Government announced a series of planning reforms intended to increase housing supply in NSW. The first major broad reaching change was to the Housing State Environmental Planning Policy (SEPP) which proposed to provide a 30% increase to building height and floor space ratio (FSR) if a development provides 15% affordable housing for 15 years, as well as access to the State Significant Development approval pathway if the development met a certain threshold. The changes were finalised in late 2023.

On the 30 October 2023, the Minister for Planning and Public Spaces, the Hon. Paul Scully MP wrote to Waverley and other councils in New South Wales asking councils to review local policy settings and approaches relating to the permissibility and provision of 'terraces, townhouses and 2 storey residential flat buildings' (i.e. manor houses) in the R2 low density residential zone and residential flat buildings in the R3 medium density residential zone. It was requested that councils begin work identifying locations and permitting more low and mid-rise homes immediately.

Less than one month after receiving this letter, the NSW Government announced that it would push ahead with reform related to this request, however with the inclusion of a variety of proposed non-refusal standards as part of an *Explanation of Intended Effect (EIE): Changes to create low and mid rise housing*. Public exhibition of these proposed changes was to occur predominantly in December and January, a period in which many members of the community, private and public organisations take holidays or shut down and a time when councils do not typically hold meetings. The timing of the proposed changes, alongside the lack of opportunity to respond to the letter from the Minister in November is disappointing.

The changes proposed in the EIE were accompanied by an announcement of a series of accelerated planning changes around Sydney, Newcastle and Wollongong train stations as part of the Transit Oriented Development State Environmental Planning Policy (TOD SEPP) and 31 out of 38 locations would not be subject to any public consultation whatsoever. The TOD SEPP won't apply in Waverley and Minister for Planning the Hon. Paul Scully recently said in the Sydney Morning Herald said train stations in the Eastern Suburbs had been left out of the TOD SEPP program due to a lack of infrastructure capacity:

*“There are parts of Sydney’s east that are currently limited in additional growth because of limited sewer and water infrastructure. Edgecliff as just one example is one of those.”<sup>1</sup>*

Despite this statement, these areas (and train stations) have been included within the EIE. Given that a large swathe of these areas are already zoned R3, E1 or MU1, they will essentially be subject to the

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<sup>1</sup> [Minister reveals why Sydney’s Eastern Suburbs were spared housing density push – Sydney Morning Herald, 2023.](#)

same development standards that the TOD SEPP proposes and the proposed EIE changes would facilitate changes on a very similar scale to the TOD SEPP.

The proposed changes in the EIE are a one-size-fits-all approach to be applied across variety of areas, all of which are very different to one another, inclusive of the entire Six-Cities Region which includes the Hunter area, Central Coast, Illawarra-Shoalhaven and Greater Sydney. The proposal comes as part of a staggered and seemingly ad hoc series of announcements and reforms which doesn't give the community and councils time to consider the implications and proposed changes as a whole.

On 31 January 2024, Council officers attended an online webinar about the EIE run by the DPHI, for Council staff only. The webinar gave an opportunity for council officers to ask pre submitted questions or to submit questions which could be approved to appear in the chat box and may be addressed by the DPHI. To the surprise of many attendees, many of the genuine concerns raised by council officers appear to have not been considered or thought through by DPHI staff responsible for preparing the EIE. In addition, matters of contention, such as the relationship between proposed development standards and Heritage Conservation Areas (HCAs) were not directly answered with any clarity. It appears the DPHI, in its efforts to expedite the process has not considered the full range of implications of the proposed reform and rather seeks to have most of the issues resolved via merit assessment at the Development Application (DA) process. This will add further complexities to this process and will result in drawn out assessments and councils having to spend more ratepayer's money contesting issues in the Land and Environment Court (LEC).

This submission raises concern with the proposed changes and focuses on 'mid-rise' housing (residential flat buildings and shop top housing), rather than the low-rise medium density aspect of the EIE as Council believes this will be of greatest impact to Waverley.

Broadly speaking, the submission outlines why a one-size-fits-all approach is not appropriate for Waverley and not appropriate for the Six Cities Region. Should the Government seek to provide more housing in the zones identified, councils should be given the opportunity to respond to this request, rather than forcing the amendments upon us, with potential impacts on the community, local character, amenity and infrastructure needing to be adequately considered within this process. Councils are best placed to plan and make decisions for their Local Government Areas.

## Detailed feedback

### 1. Local government is not hindering housing supply

The EIE uses evidence from the NSW Productivity Commission (Treasury) paper *Building more homes where people want to live* which argues that local government planning has restricted housing supply in NSW and that increasing housing supply – via large-scale upzonings – above recent levels is the main instrument to reduce rents and house prices.

The NSW Productivity Commission research is conceptually flawed because it uses zoning (that is, housing capacity) as a proxy for housing supply rather than focusing on actual housing supply. The actual rate of housing delivery – typically measured in annual flow – is the supply of housing.

Supply is determined by the market – it has little to do with council approval rates or the amount of zoned land – evidenced by the fact there are always many more approvals than completions. Since 2016, the cumulative gap between approvals and completions in NSW is around 100,000 dwellings. This large buffer stock of approvals makes it clear that housing supply completions is not being hindered by slow approvals or a lack of zoned capacity.

Councils don't deliver housing targets given they don't build housing; they only determine applications lodged. Council can only determine the applications before them and if industry is lodging fewer applications because of softer market conditions, that is not councils' fault. No amount of broad scale upzoning will increase housing delivery or resolve the current housing crisis.

Falls in approvals and commencements are a result of a collapse in demand, not an excess of planning red tape. In 2023, loans for the construction or purchase of a new home were less than half the number of loans issued just two years earlier in 2021 and are the lowest since records of lending began in 2002. The main drivers of this decline in demand are steep interest rate hikes, high construction costs caused by material and labour shortages.<sup>2</sup> Moreover, the housing market is a 'build to order' market, not a build to stock product – developers don't build and stock housing waiting for demand to come along. It has even been reported that some developers have even delayed commencing approved plans in to reapply for State Government incentives, meaning that newly proposed reforms are actually slowing short term housing delivery.<sup>3</sup>

The NSW Government is striving to increase housing supply to obtain the financial incentives associated with the Housing Accord – approximately \$15,000 in funding per dwelling from the Commonwealth Government over the next 5 years. A recent article in Sydney Morning Herald outlined:

*"Fewer than 10 per cent of homes proposed under a signature housing density policy by the Minns government will be built during the National Housing Accord period, according to documents prepared by the Department of Planning."*<sup>4</sup>

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<sup>2</sup> [New Home Lending Halves in Two Years for Record Low - The Urban Developer, 2024.](#)

<sup>3</sup> [More delays as Balmain Leagues developer seeks extra height – Sydney Morning Herald, 2024.](#)

<sup>4</sup> [Only 10 per cent of one of Labor's signature housing policies to be delivered by end of Housing Accord – Sydney Morning Herald, 2024.](#)

This raises serious questions as to why the Government is rushing through reforms which subvert local planning controls and diverge away from the existing strategic planning frameworks and also highlights that most of the housing that will be delivered in the next five years will be from development applications approved and under assessment, delivered within the sufficient capacity of existing council planning controls.

2. A one-size-fits all approach will not create valued place outcomes, nor facilitate optimal land use and infrastructure coordination.

Since the Environmental Planning and Assessment Act 1979, councils have worked with the NSW Government planning departments to regularly update their local environmental plans, via strategic studies and masterplans, to ensure that they were up to date to accommodate a growing population. While not perfect, this strategic plan-led approach has been successful, albeit subject to various NSW Government interventions over time.

The raft of recently announced planning reforms in NSW – the 30/30/15/15 bonus, the EIE and TOD SEPP – gift new apartment development significant and arbitrary bonuses that undermine the enduring strategic plan-led approach to housing delivery in NSW. Most recently this approach was typified by councils' local housing strategies, Local Strategic Planning Statement and infrastructure Contributions regimes working in concert to deliver the required housing capacity and place outcomes.

Local Housing Strategies identified where and how much growth could be accommodated led to the update of planning controls to ensure they had sufficient capacity to accommodate the identified future growth. The councils target requirement is met once a council has created capacity in its local controls. After all, councils don't build houses, they only determine the applications lodged – and over 95 per cent of those are approved.

***The importance of strategic plan-led planning***

Council agrees that people should have access to and be able to live in places with good quality public transport and within walking distance of local services and employment opportunities. Many parts of Waverley are the original 'transit-oriented development' created as a result of tramway expansion in the 1900s and in fact the 'missing middle' is not missing in Waverley at all. Waverley has the diverse housing that the EIE seeks to achieve ranging from detached and semi-detached houses, terrace housing, manor homes, 2 and 3 storey walk ups to larger residential or mixed-use developments (shop top housing) above 8 storeys.

In the 2021 Census, more than 83% of all dwellings in Waverley were considered medium or high density, with less than 15% of dwellings counted as separate houses. Waverley already achieves a density of 7,412 persons per square km. This is 350% of Sydney's average density of 2,135 persons per square km. In other words, many other areas in Sydney would have to increase their density by 350% to equal Waverley's. As a global comparison, Waverley's density is 180% of Berlin's density of 4,127 persons per square km, and essentially equal to London's density of 7,490 persons per square km.

The one-size fits all approach being taken by the State Government with proposed 400m and 800m walking distances identified in the reform are arbitrary in nature and does not take into account whatsoever local conditions and the place in which the development may occur. Council believes that

'place' is important and that place matters in planning. The broad-scale and indiscriminate upzonings proposed by these reforms will not deliver place-based outcomes and optimal infrastructure coordination. Unlike traditional strategic plan making, the proposed reforms do not balance trade-offs and there is no detailed infrastructure planning and development contributions framework in place to fund this infrastructure. Strategic plans coordinate land use and infrastructure growth to ensure that infrastructure investment is efficient and optimised, particularly transport infrastructure, but also health and education facilities as well as recreation and parklands.

### 3. Perverse outcomes from the proposal

#### ***Use of walking radius' and definition of town centres***

The proposal to use a definition around 'town centres' is incredibly problematic. The following concerns are raised with the one-size-fits-all approach:

- Using a definition around the provision of certain types of businesses and land uses which will change over time is incredibly problematic as there is no guarantee of long-term amenity for new residents. In addition, the granting of consent of specified uses may result in new town centres being added over time, with the surrounding areas then being subject to the new non-refusal standards, potentially completely unbeknown to local communities.
- If uses are not clearly defined, for example a 'full-line supermarket' applicants may be able to successfully argue that a combination of different small supermarkets/shops constitute the function of a full-line supermarket and therefore, gain access to the proposed standards.
- The blanket approach does not consider whether there is existing pedestrian infrastructure to make for ease of walking, such as; good quality footpaths, pedestrian crossings, shade, appropriate topography etc.

Furthermore, the lack of production and provision of maps by the DPHI to assist in the standard interpretation of the EIE is incredibly problematic. Failure to provide a land application map may lead to mapping and interpretation disputes, likely costing Council and ratepayers money in the LEC.

#### ***Lack of infrastructure co-ordination***

Bondi Junction is well serviced by high frequency train services on the T4 Eastern Suburbs Line and is a major interchange for bus services. Council has taken much care in carefully planning Bondi Junction and surrounds, having previously significantly upzoned areas around the transport interchange to accommodate more housing, as well as retaining an appropriate transition scale and density maintained beyond the higher density area while preserving the heritage qualities within the heritage conservation areas.

Beyond Bondi Junction, bus services more generally around the Waverley LGA are often at capacity or suffer from poor frequencies and regular cancellations due to privatisation.<sup>5</sup> The 333, the primary

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<sup>5</sup> [Abject failure': Parliament committee wants to roll back Sydney bus privatization – Sydney Morning Herald, 2023.](#)

public transport route services Bondi Junction to Bondi Beach (starting at Circular Quay) is the **busiest bus route in Australia**.<sup>6</sup> This bus service during peak is already stretched to capacity and regularly during peak periods operates on a 'set down only' system where passengers are unable to get on the bus; a problem for both residents who live in the area trying to get from A to B, as well as for the hundreds of thousands of tourists that visit Bondi Beach every year. Furthermore, this bus must travel down the extremely congested Bondi Road, further slowing the bus down to a point where it can take in excess of 20 minutes to travel the 3.4km during peak times. Other bus services from Bondi Beach and other parts of the LGA taking similar or alternative routes also get caught in surrounding congested roads. Whilst other centres in the LGA do not currently meet the proposed criteria for 'town centres' should this criterion be broadened to allow more centres to be included (for example Bondi Beach) this would result in substantial increases to dwelling numbers and population growth, which would stretch existing infrastructure beyond what Council has planned for or has the ability to fund, reducing amenity for current and future residents, as well as the huge number of visitors each year.

Substantial increases in density levels from low to mid rise in certain areas would also increase the number of cars on the road. Congestion in the eastern suburbs is already incredibly high and street access (due to parked cars on both sides of the street) is very low.

It has also been well reported that there is a severe shortage in public school places in the Eastern Suburbs<sup>7</sup>. The need for a new public high school has been widely reported, but there is currently no plans or even potential locations for where this school may be situated. If unplanned, substantial increases to population growth was to occur within the Waverley LGA and surrounds, it is unlikely that new families will be able to find placements for their children within their local area.

There is also no provision for public open space requirements to accommodate for the additional growth in population which may arise. Increasing densities will lower the provision of green space per capita that currently exists. Council has an adopted Open Space and Recreation Strategy based on expected growth but increased residential development beyond what has been planned may result in a lack of open and green spaces. Insufficient parks and recreational areas can negatively impact the quality of life, physical health, and mental well-being of residents.

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<sup>6</sup> [\*Busiest Bus in Australia – Daily Telegraph, 2019.\*](#)

<sup>7</sup> [\*'We need a plan': Push for new eastern suburbs public high school - Sydney Morning Herald, 2022\*](#)



### ***Understated nature of proposed changes***

*Figure 1: Depiction of built form outcomes in EIE.*

#### **Mid-rise housing**

Mid-rise housing is 3–6 storey apartment buildings that can be a freestanding building or situated in a mixed-use residential development.



Source: Department of Planning, Housing and Infrastructure (2023).

The images within the EIE being used for the promotion of the proposal are somewhat misleading. The Mid-rise housing is marketed as '3-6 storeys' when realistically, the non-refusal standards of 21m (0-400m) and 16m (400-800m) are more likely to be 5-6 storeys.

In addition, the application of affordable infill bonuses of 30% height and FSR is not well communicated within the documentation or even visualised. Rather, the application of these bonuses is briefly mentioned, with no discussion of how this effects the proposed standards. An illustration prepared by Council officers (Figure 2) is provided below showing the differences in how the changes are depicted.

The application of these standards takes the proposed 16/21m and 2:1/3:1 FSR to 20.8m/27.3m and 2.6/3.9 FSR, standards at their maximum extent which are above the '3-6 storeys mid-rise apartment blocks being portrayed in the EIE and associated materials.

Figure 2: Depiction of built form outcomes in EIE factoring in AH bonuses.



The inclusion of these bonuses will push buildings suggested as ‘mid-rise’ under the proposed reform to actually fit into the ‘High Rise’ category according to the DPHI website as pictured below.

Figure 3: DPHI depiction of ‘high rise’ buildings in EIE.



Source: Department of Planning, Housing and Infrastructure (2023).

### ***Impact of expanded permissibility and non-refusal standards***

#### Impact on heritage

It is greatly concerning that HCAs and Heritage Items will be subject to the proposed non-refusal provisions. It was initially reported that HCAs would be excluded from the proposed provisions<sup>8</sup>. This confirmation followed much criticism from the development industry and the media and subsequently, following the release of the proposed changes, HCAs and Heritage Items have not been excluded from the proposed reforms. The EIE states:

*“All other applicable planning controls in Local Environmental Plans and Development Control Plans such as heritage and environmental considerations will continue to apply to the extent they are not inconsistent with these provisions”.*

On numerous occasions the DPHI (including at the webinar attended by Council Officers on 31 January 2024) has not clarified its intentions for change in HCAs, however the Transit Orientated Development SEPP (TOD SEPP) which proposes the same standards (with the only point of difference between RFBs being permitted in all residential zone's) provides the same text as mentioned above, also includes the following when discussing HCAs:

*“The changes proposed will result in significant change in these locations as additional housing is delivered. But it is important to work together to embrace the transition that will occur as the character of these locations evolves.”*

Given the TOD SEPP proposes the same standards to be applied in the R1, R3, E1 and MU1 zones in the EIE, it seems evident that the DPHI expects 'significant change' to occur in HCAs. Therefore, the retention of dwellings within HCAs would be inconsistent with the new standards and is likely to lead to the widescale demolition of heritage across Greater Sydney.

It is also noted that Ministerial Direction 3.2 requires a heritage study to ensure increased densities do not impact on the significance of existing or potential items, areas and objects. The EIE is inconsistent with the Ministerial Direction as no heritage study has been prepared to support the increased densities. On this basis, HCA and Heritage items should be removed as subject to the non-refusal standards in the EIE.

Heritage places like those identified in Waverley's LEP Schedule 5 list are a non-renewable resource that contribute to sense of place. They enrich local environments and support jobs and investment through heritage trades and tourism Waverley retains a highly prized and high-density identity thanks to its heritage character. People want to live in the LGA because its heritage housing stock is characterful and high-quality. The push for rapid change and planning reform, ignores the fact that the most densely populated suburbs are also often heritage conservation areas.

#### Impacts of proposed non refusal standards

The proposed non-refusal standards are likely to result in negative un-intended outcomes for developments, neighbouring suburbs and the general surrounding areas.

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<sup>8</sup> [The untouchables: swaths of Sydney protected from Labor's-housing intervention - Sydney Morning Herald, 2023](#)

*Residential Flat Buildings and Shop Top Housing*

Some of the key issues that the EIE has not adequately considered, particularly as it relates to residential flat buildings and shop top housing include:

- Orientation, topography, lots sizes, lot width and configuration.
- Main street character, street walls, setbacks and transition edges.
- Siting of building heights to allow maximum solar access to existing and proposed open spaces and school playgrounds.
- Prevalence of existing strata titled buildings as a barrier to re-development.
- Transitions between building heights in the centres.
- Building height transitions to the low-rise suburban neighbourhoods, commercial main streets and places of historic significance.
- Consideration of employment needs and the ability for centres to achieve identified job targets.

Council has serious concern with the non-refusal standards, particularly; lack of minimum lot width and lot size combined with the proposed building heights and very large floor space ratio (in particular the proposed FSR of 3:1). These factors will result in negative outcomes as it relates to the following issues:

- Apartment mix (i.e. appropriate combination of studio, 1 bedroom, 2 bedroom and 3 bedroom).
- A likely strong prevalence on smaller sites of boundary-to-boundary developments with incredibly large side walls and no side setbacks.
- Poor internal amenity for residents due to poor apartment configuration (i.e. inadequate cross ventilation, solar access and natural lighting).
- An interface and serviceability of buildings which will result in frontages dominated by driveways and an inadequate waste storage and collection outcomes. These factors would result in increased pedestrian conflicts and a reduction in pedestrian safety.
- Difficulty in retaining urban tree canopy and the provision of adequate deep soil aligned with the Government's Greener Neighbourhoods program, and recently funded Council Greening strategies.
- Less opportunity to incorporate in sustainability initiatives such as solar panels, water harvesting and passive design principles for thermal comfort.
- Undesirable visual outcomes where in which buildings are out of proportion and consequently do not integrate into their surrounding context and local character.
- Increased impacts on adjacent and surrounding properties in relation to overshadowing, privacy and overlooking and potentially view loss in scenic areas.
- Higher costs per apartment on smaller lots due to inefficiencies such as; higher ratio of external wall to floor space and potential requirements for basement traffic controls and turntables or car stackers.

To highlight some of the issues that may result, Council has undertaken an urban design modelling exercise Appendix A. This document provides an overview of some of the impacts that may result in different subject areas considered.

### *Changes in the R2 zones*

The proposed non-refusal standards represent a departure from Council's current controls in the R2 zone as it relates to permissibility, floor space ration and minimum lot sizes. Council has concern with the introduction of mandatory permissibility of the proposed land uses and believes that councils should be given the appropriate opportunity to investigate if introducing such changes are appropriate and if so, develop controls which suit the LGA.

Notwithstanding, Council has reviewed the proposed non-refusal standards and identified the following specific issues:

- The proposed minimum lot size of 450 square metres for both detached and attached dual occupancies is problematic. For detached dual occupancies this minimum lot size is too small and has the potential to result in narrow, longer floorplates which compromise rear setbacks and therefore does not adequately provide for appropriate deep soil and private open space.
- The minimum lot width of 12m for Manor Houses is not wide enough to accommodate appropriate rear setbacks and therefore doesn't adequately provide for appropriate deep soil and private open space.

### Potential application of 'pattern book' complying development

It is also noted that:

*The NSW Government is developing a pattern book of endorsed building designs that can be used to guide the creation of new housing and that the collection of designs will be for low-rise housing and mid-rise apartment buildings of up to 6 storeys. Developers who use the pattern book will have access to an accelerated approval pathway. This means builders can get on site faster, and people can move into new homes sooner<sup>9</sup>.*

It is currently proposed that low-rise housing using the pattern book will be considered complying development, but mid-rise housing will still be determined by councils. Council cautions against any substantial changes to complying development and suggests that scrutiny of proposed development via the development application process results in better, more appropriate outcomes that align with Council's well considered, contextual local planning controls.

### No genuine affordable housing outcomes

The increases in development potential for sites will ultimately increase land value. Research from the Reserve Bank of Australia (RBA) who is often critical of council planning controls, suggests that land values relating to uplift of a similar scale proposed in these reforms can result in an increase upwards of 150%<sup>10</sup>. Given the proposed standards seek to essentially rezone large swaths of land across the Six Cities Region, much of which won't be able to be developed in the short term for reasons outlined in this document (lack of trades people, interest rates etc.) the Government will in the short term effectively be driving up land prices across an enormous number of properties in New South Wales. Given the large-scale application of proposed reforms, the increase value uplift for property owners will be astronomical.

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<sup>9</sup> [Pattern book of housing design – DPHI, 2023](#)

<sup>10</sup> [The Effect of Zoning on House Prices – Reserve Bank of Australia, 2018](#)

Unlike the TOD SEPP (which proposes a very minor 2% contribution to affordable housing for 31/38 train stations), there is no proposal to levy affordable housing contributions for uplift sites. This will genuinely undermine councils affordable housing contribution schemes and provides no genuine public benefit from the increased property values beyond additional dwellings, none of which are guaranteed to be affordable.

#### Impacts on employment generating floorspace

The increased residential densities do not consider the potential loss of employment generating floor space. While Council has an additional local provision in place to maintain the amount of non-residential floor space in the MU1 Mixed Use zone in Bondi Junction, this does not apply to our other E1 centres which may be affected by the proposed reform. The Ministerial Direction 7.1 requires an employment study to ensure increased densities do not reduce the total potential floor space area for employment uses and related public services in employment zones. The EIE is inconsistent with the Ministerial Direction as there is no employment lands study or economic analysis to support the increased densities and determine the appropriate quantum of employment floor space.

## 4. Consultation

### ***Engagement with Councils***

Throughout 2023 Local Government New South Wales (LGNSW) actively requested the State Government work with councils more closely<sup>11,12</sup>, however based on the approach of recent policy announcements and changes this does not appear to be the case. Although Council has the ability to provide feedback on the EIE, the DPHI have confirmed it is highly unlikely Council will have the ability to comment on the draft SEPP, the most important component of the proposed changes. Accordingly, it is recommended the DPHI better engage with councils both and LGNSW.

### ***Engagement with affected landowners***

When councils undertake precinct plans and upzone or rezone large areas of land, typical engagement involves notification of affected landowners (and surrounds) as well as other engagement activities such as presentations and community workshops. The State Government itself often requires a level of engagement as part of its Gateway conditions relating to Planning Proposals yet it appears the most minimal engagement is being conducted as part of the proposed reforms, despite the potential large impacts it may have.

## 5. Conclusion

In conclusion, the following major concerns are raised in relation to the proposed changes outlined in the relation to the EIE, which:

- Undermines strategic planning in the six cities region and in Waverley.
- Is supported by no evidence including modelling on population increases, urban design outcomes, infrastructure demand or anticipated take up and subsequent dwelling yields.

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<sup>11</sup> [Housing Crisis Solution Must Involve Councils - LGNSW, 2023](#)

<sup>12</sup> [Councils Seek Continued Engagement Over High Density Planning Decision - LGNSW, 2023](#)

- Does not deliver any real outcomes to improve housing affordability (such as the provision of an increase supply of social and affordable housing).
- Proposes a 'one-size-fits-all' approach that undermines local planning, community participation and local decision making and does not consider infrastructure capabilities and conditions.
- Undermines heritage values via the introduction of development standards which conflict with the retention of existing buildings and landscape value.
- Proposes non-refusal standards (including no minimum lot sizes or width for residential flat buildings and shop top housing) which may result in negative outcomes such as loss of privacy, overshadowing, view loss and reduced tree canopy.
- Has not been supported by appropriate public awareness and community consultation.
- Insufficiently considers environmental impacts which will transfer the costs of merit assessment and development appeals to local councils.

It is recommended that any decision on the EIE be deferred to allow improved consultation with councils, such that a strategy led approach to addressing future housing need is incorporated into existing strategy documents such as the Regional and District Plans, and local Housing Strategies.



#### Appendix A:

Explanation of Intended Effect: Changes to create low and mid-rise housing  
Potential urban design outcomes.

DRAFT

## Waverley Council Submission: Appendix A

Explanation of Intended Effect: Changes to create low and mid-rise housing.

Potential urban design outcomes.



WAVERLEY  
COUNCIL

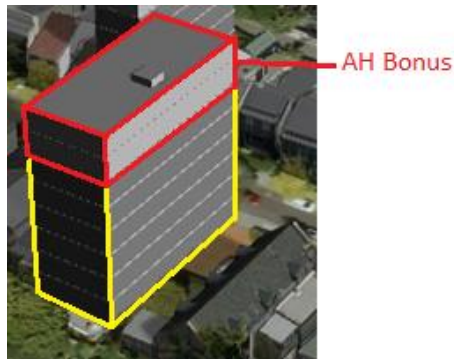
## Introduction

This document has been prepared to show how the proposed non-refusal standards and changes to the Apartment Design Guide (ADG) may be implemented in the Waverley Local Government Area. The examples consider;

- proposed and existing provisions in the ADG,
- how the ADG has generally been applied with flexibility as a guideline,
- built form examples based on real approved applications, and
- the proposal in the EIE that other standards in its Local Environmental Plan (LEP) and Development Control Plan (DCP) cannot be inconsistent with the proposed non-refusal standards.

All examples factor in the proposed standards as well as the availability to apply the in-fill affordable housing provisions of 30% height and floor space ratio. These bonuses are differentiated by a different colour of grey as explained in *Figure 1*. This document should be read in conjunction with Council's submission which outlines high level feedback and concerns relating to the proposed non-refusal standards.

*Figure 1: Explanation of visual application of affordable housing bonuses throughout document.*



Examples include areas in Waverley such as; Mill Hill Heritage Conservation Area in Bondi Junction, Botany Street Conservation Area in Bondi Junction, Charring Cross Conservation area in Waverley, O'Brien Street in Bondi Beach and Bondi Beach Conservation Area in Bondi Beach.

## 1. Bondi Junction

### Mill Hill Heritage Conservation Area

#### Overview

The Mill Hill Heritage Conservation Area comprises streetscapes, residential and retail structures recording the aesthetic character and qualities of late 19th and early 20th Century consolidation of Bondi Junction as a commuter suburb based upon improvements in transport and the rapid expansion of suburban Sydney between 1880 and 1915. Narrow fronted deep allotments are occupied by one and two storey terrace rows of late Victorian styles interspersed with grouped and single examples of worker cottages these appearing as the earliest forms of remaining residential construction. Later semi-detached and single storey attached houses of Federation style combined with retail shops featuring post supported and cantilevered awnings and ecclesiastical buildings complete the streetscapes. Residential and limited retail and other service buildings from the period 1880-1915 remain substantially intact within the Conservation area.

Existing planning controls limit the building heights to 8.5m which aligns with the existing character that proposes to be conserved. Building heights in areas adjacent and surrounding the HCA have typically been designed to provide an appropriate transition of scale. Existing building heights and floor space ratio facilitate upgrades and alterations and additions of existing built form (for example allowing a modern extension to be placed at the rear of the property, additional bedrooms to be added to accommodate more occupants for growing families etc.).

The Mill Hill HCA is included in the current proposed definition relating to both 'station' and 'town centre' precincts. Proposed standards would be 21m (27.3m with AH bonuses) and an FSR of 3:1 (3.9 with AH bonuses) for Residential Flat Buildings in the R3 Medium Density Zone. More than triple existing controls.

#### Discussion of impacts

The proposed standards are substantially inconsistent with the existing built form that Council seeks to preserve and enhance. Given the existing built form is not generally considered to be able to be incorporated into a new development of the scale being proposed due to the impracticalities of such a design, it is likely that the retention of existing built form would not be consistent with the proposed standards and could result in demolition on a widescale nature if there is a large uptake in the area.

In addition, given the very small lot sizes that exist and the lack of proposed minimum lot sizes, any small size development will result in:

- Suboptimal outcomes for internal amenity of any new development.
- Developments that do not align with the character of existing built form in the conservation area.
- Substantial suboptimal outcomes for the amenity of neighbours, including - given the north south street orientation (east -west lot orientation), severe overshadowing, as well as other impacts relating to privacy and overlooking.
- Loss of existing tree canopy due to the need to try and accommodate sufficient basement parking in such a small area.

*Figure 2: Aerial perspective looking southwest with isolated development examples.*





*Figure 3: Aerial perspective looking southwest with further realisation of proposed development standards.*

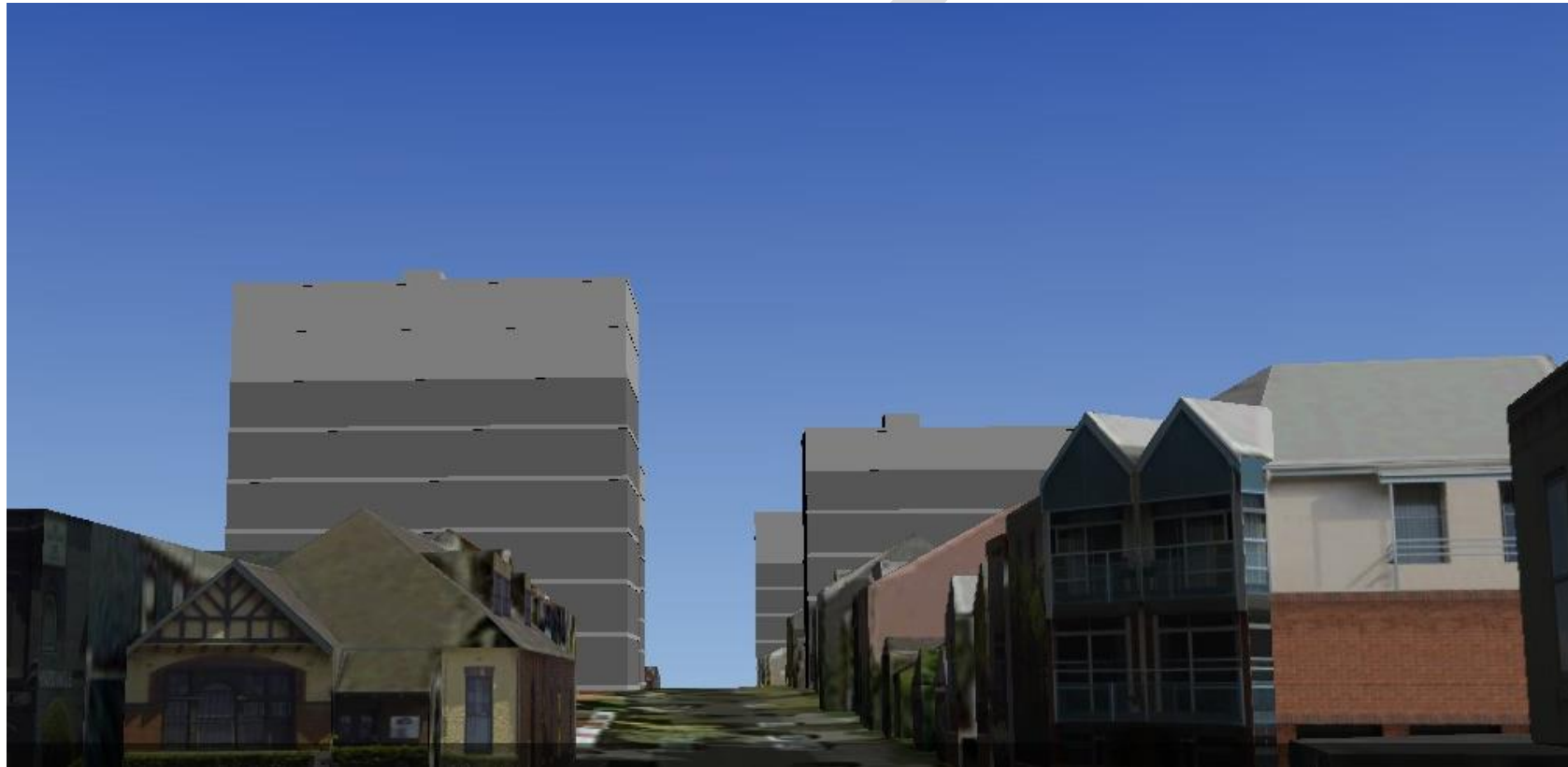


*Figure 4: Aerial perspective looking west with isolated development examples.*





*Figure 5: View from the corner of Mill Hill Road and Oxford Street looking south with isolated examples.*



## Botany Street Heritage Conservation Area

### Overview

The urban form of the Botany Street Heritage Conservation Area is result of late 19th and early 20th Century subdivision and the building streetscape is diverse and although buildings are not consistent to adjoining developments, they form a cohesive streetscape combining a variety of styles, materials and distribution of buildings along the street. The conservation area includes representative examples of varied styles from Victorian filigree through the Inter War Art Deco. The area retains notable streetscapes, characterised by the width of road easements and the quality of residential groupings and also contains a substantial of individually listed items.

Existing height limits in the area are of 12.5m with an FSR of 0.75:1, this is based on the maximum existing built form of 4 storeys, predominantly characterised by inter-war flat buildings. This height limit allows sufficiently for changes in the area which are complementary in scale and form to its heritage character. The Botany Street HCA is included in the current proposed definition relating to both 'station' and 'town centre' precincts at a walking distance of 0-400m. Proposed standards would be 21m (27.3m with AH bonuses) and an FSR of 3:1 (3.9 with AH bonuses) for Residential Flat Buildings. This represents a substantial increase and is more aligned with the controls present R4 High Density Residential Zone which exists to the north of the Botany Street HCA on the northern side of Llandaff Street and bound by Waverley Street, Waverley Crescent and Pine Lane which has a maximum height limit of 28m and an FSR of 2:1.

### Discussion of impacts

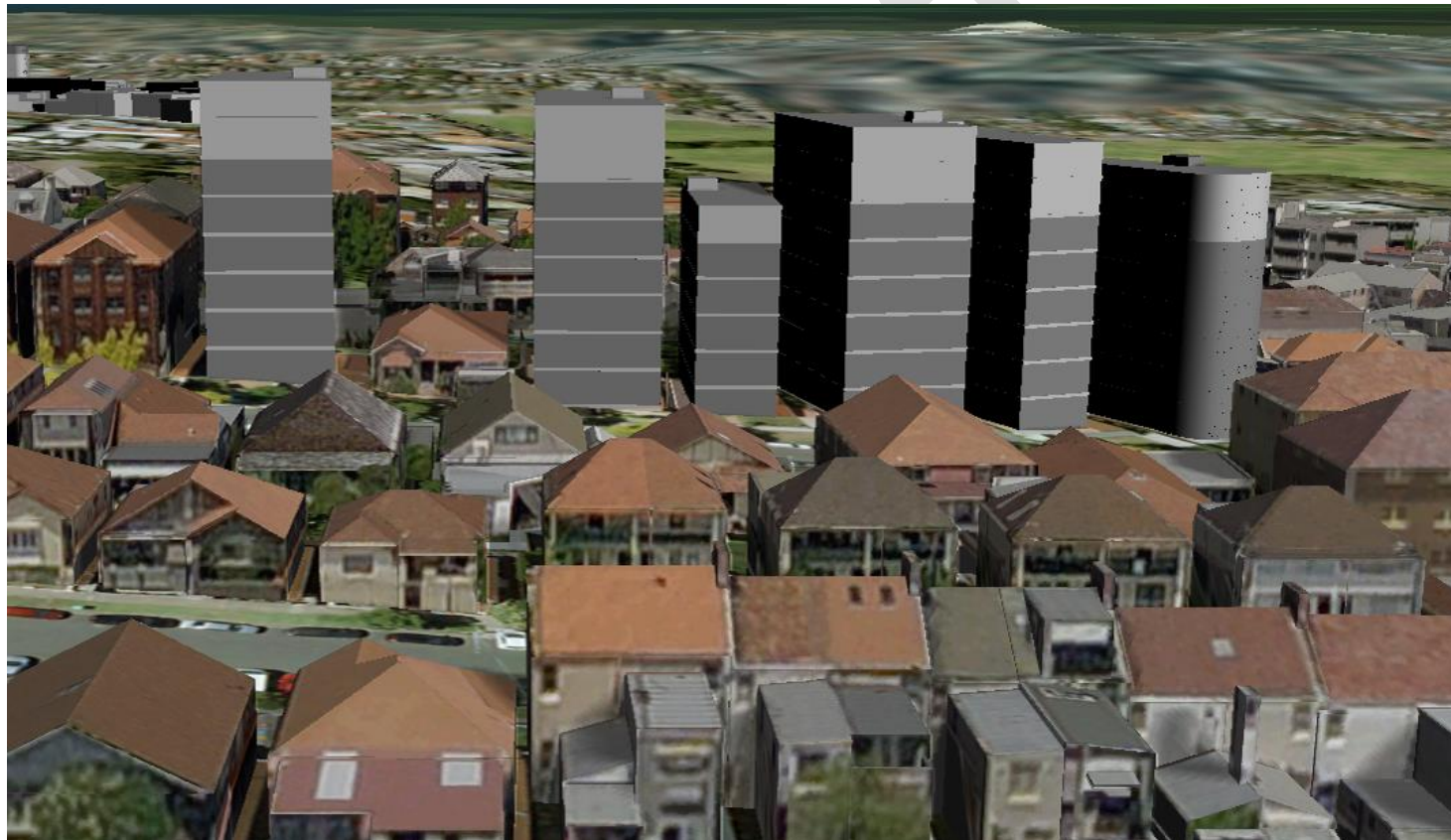
The proposed standards are substantially inconsistent with the existing built form that seeks to be preserved. Given the existing built form is not generally considered to be able to be incorporated into a new development of the scale being proposed due to the impracticalities of such a design, it is likely that the retention of existing built form would not be consistent with the proposed standards and could result in demolition of a widescale nature if there is a large uptake in the area.

In addition, as is the case in Mill Hill given the predominantly smaller lot sizes that exist and the lack of proposed minimum lot sizes, development has the potential to result in:

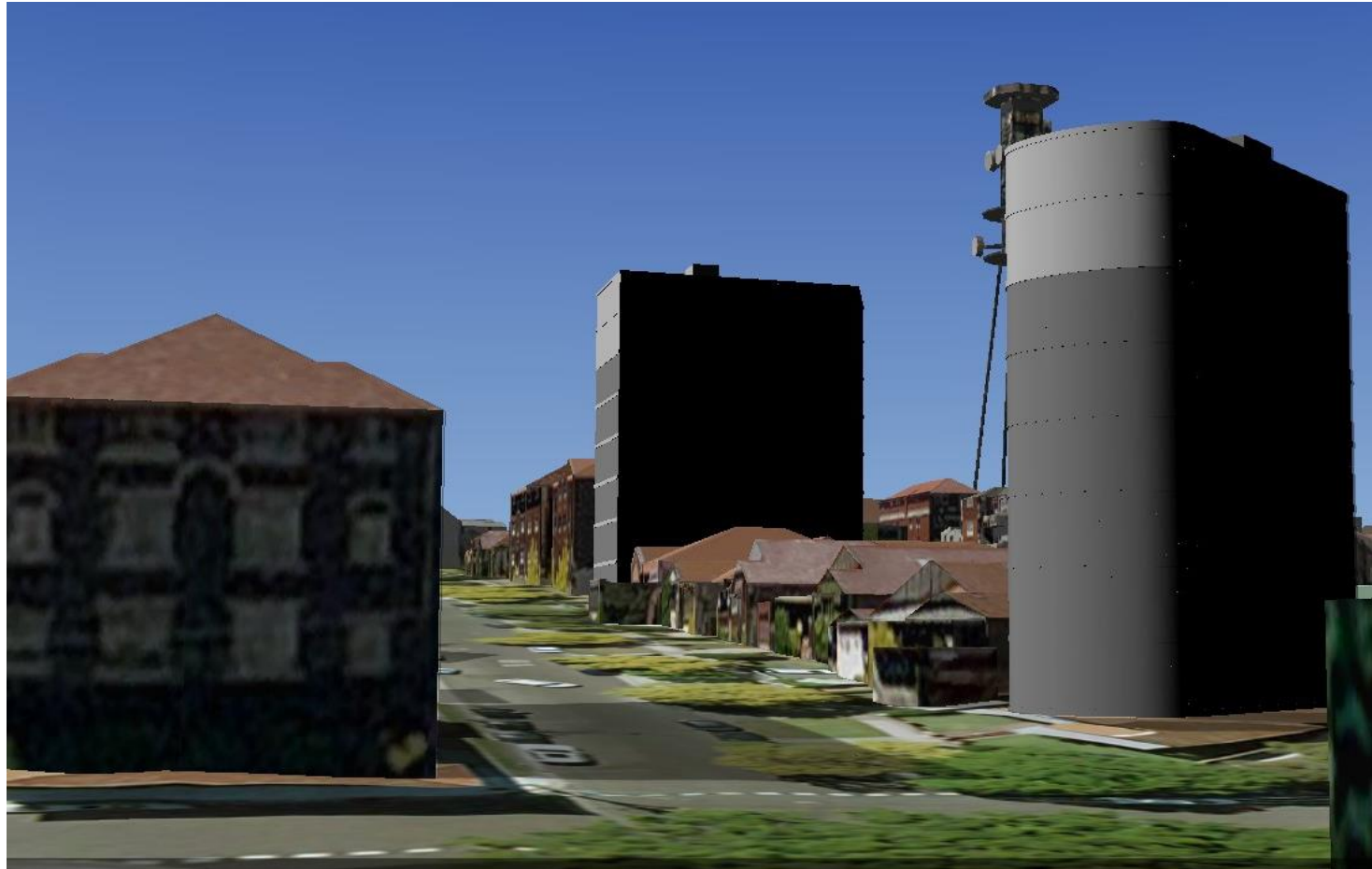
- Suboptimal outcomes for internal amenity of any new development.
- Development that does not align with the character of existing built form in the conservation area particularly the low-rise medium density components (such as terrace houses) and some of the low-rise low-density examples (such as bungalows).

- Substantial suboptimal outcomes for the amenity of neighbours, including overshadowing, as well as other impacts relating to privacy and overlooking.
- Loss of existing tree canopy due to the need to try and accommodate sufficient basement parking on smaller sized sites.

*Figure 6: View from above Llandaff Street looking South with further realisation of proposed development standards.*



*Figure 7: View from the corner of Allens Parade and Hollywood Avenue looking East with isolated development examples.*



## 2. Waverley

### Charring Cross Heritage Conservation Area.

#### Overview

The Charring Cross village centre is characterised by two storey retail facades of late Victorian, Federation and Inter War styles interspersed with rare early Victorian shop and residential forms and later Post War development. Peripheral streets exhibit a two-storey character with near complete rows of late Victorian and Federation Style terraces and a small number of interwar and Art Deco apartments. A number of large freestanding Victorian residences remain generally altered or within educational campuses. Buildings are of face brick, stone and rendered masonry with decorative plaster and iron filigree detailing. Earlier worker housing provides examples of vernacular and Mid-Victorian forms in timber and stone. The area contains rare examples of main Street village structures of the mid-19th Century together with rare examples of ecclesiastic architecture notably the Renaissance Styled Mary Immaculate Church.

The centre has an existing E1 Local Zoning, predominantly with a height limit of 9m and an FSR of 1:1 which aims to conserve the high quality existing built form whilst facilitating commercial outcomes and a small amount of shop top housing. The proposed standards for this area sit within the 400-800m walkable area from the MU1 Zone meaning shop top housing could achieve 16m (20.8m including AH bonuses) and an FSR of 2:1 (2.6:1 with AH bonuses), substantially above and beyond the existing controls.

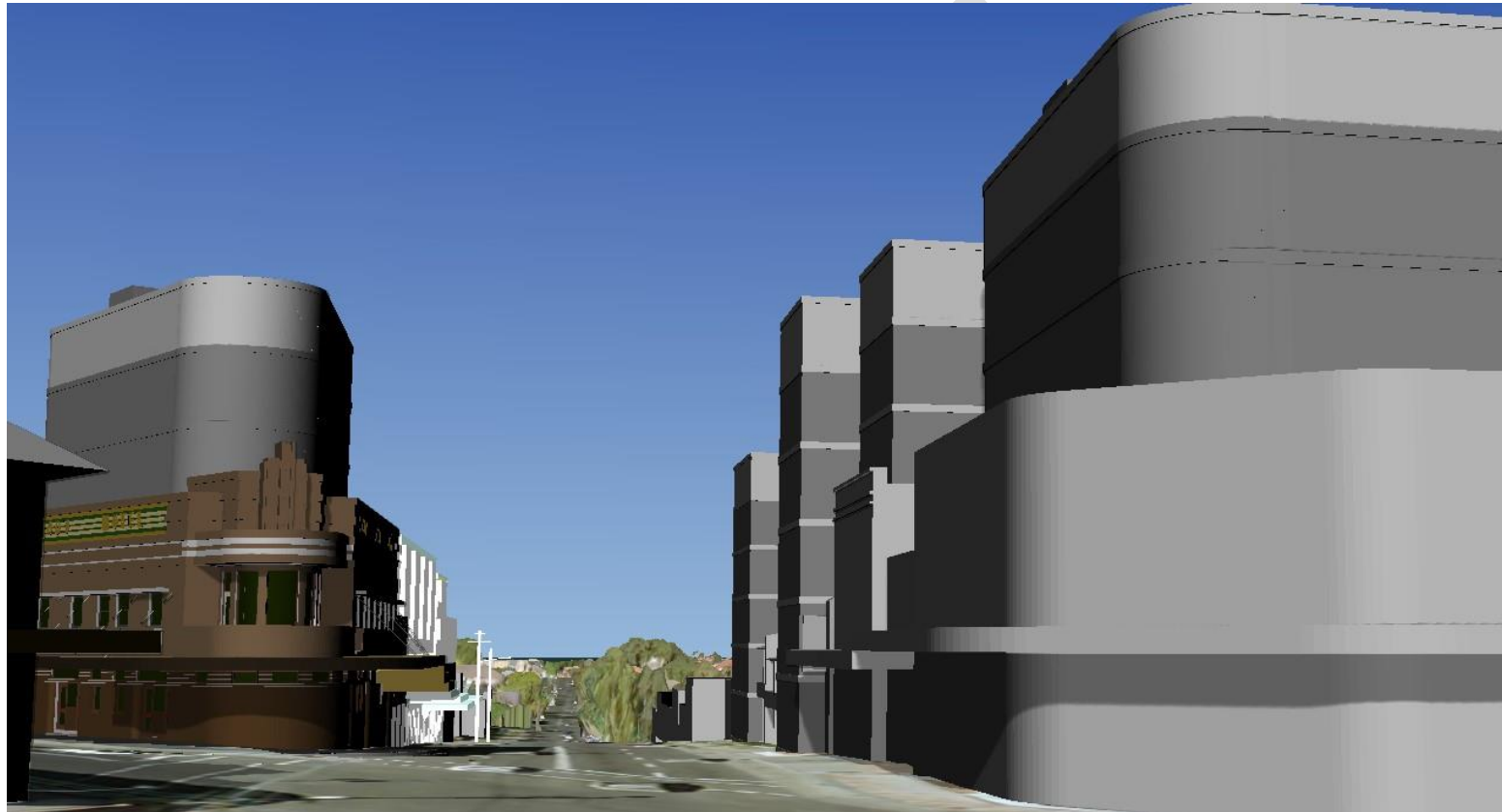
#### Discussion of impacts

Council does not have a full context visual model of existing built form Charring Cross so the ability to model impacts on existing built form is slightly limited. As such only one example has been provided which shows the context of the existing heritage listed Robin Hood Hotel.

The impacts on Charring Cross would greatly undermine a conservation area that as described is considered to contain rare examples of a consistent village setting with high quality architecture. Charing cross is the second oldest shopping street in Sydney. Council previously considered two planning proposals for a site within this area which proposed standards less than what is proposed by the EIE. Both planning proposals were refused and in one instance, a proponent contested the decision and was unsuccessful at a rezoning review.

Impacts would be a of a similar nature described in other subject areas within this document, however of particular concern would be the substantial impact on the built heritage. The example considers the retention of at least the façade on two heritage items (Robin Hood Hotel and Charring Cross Hotel) and more substantial redevelopment/demolition of other sites pictured.

*Figure 8: View of Carrington Road looking south with further realisation of proposed development standards.*





### 3. Bondi Beach

#### O'Brien Street

##### Overview

Bondi Beach does not specifically align with the proposed definition of 'town centre precinct', however should the proposed changes go ahead with a change or broadening to the definition, or an applicant successfully argue it meets the constituted definition, these standards would apply. As such potential impacts have been investigated in this area.

The area analysed in O'Brien Street is not contained within a current HCA but forms part of the proposed O'Brien Estate HCA, part of a planning proposal which had been lodged with the DPHI currently under assessment. The subject area and surrounds include streets terraced across the south-western slopes of the Bondi Valley with streets on the valley floor aligned with the original boundaries of the former O'Brien Estate. Streets typically provide long perspectives, emphasised by cohesive building forms being substantial groupings of Federation-era freestanding and semi-detached residences interspersed with two- and three-storey Inter-War residential flat buildings and freestanding bungalows.

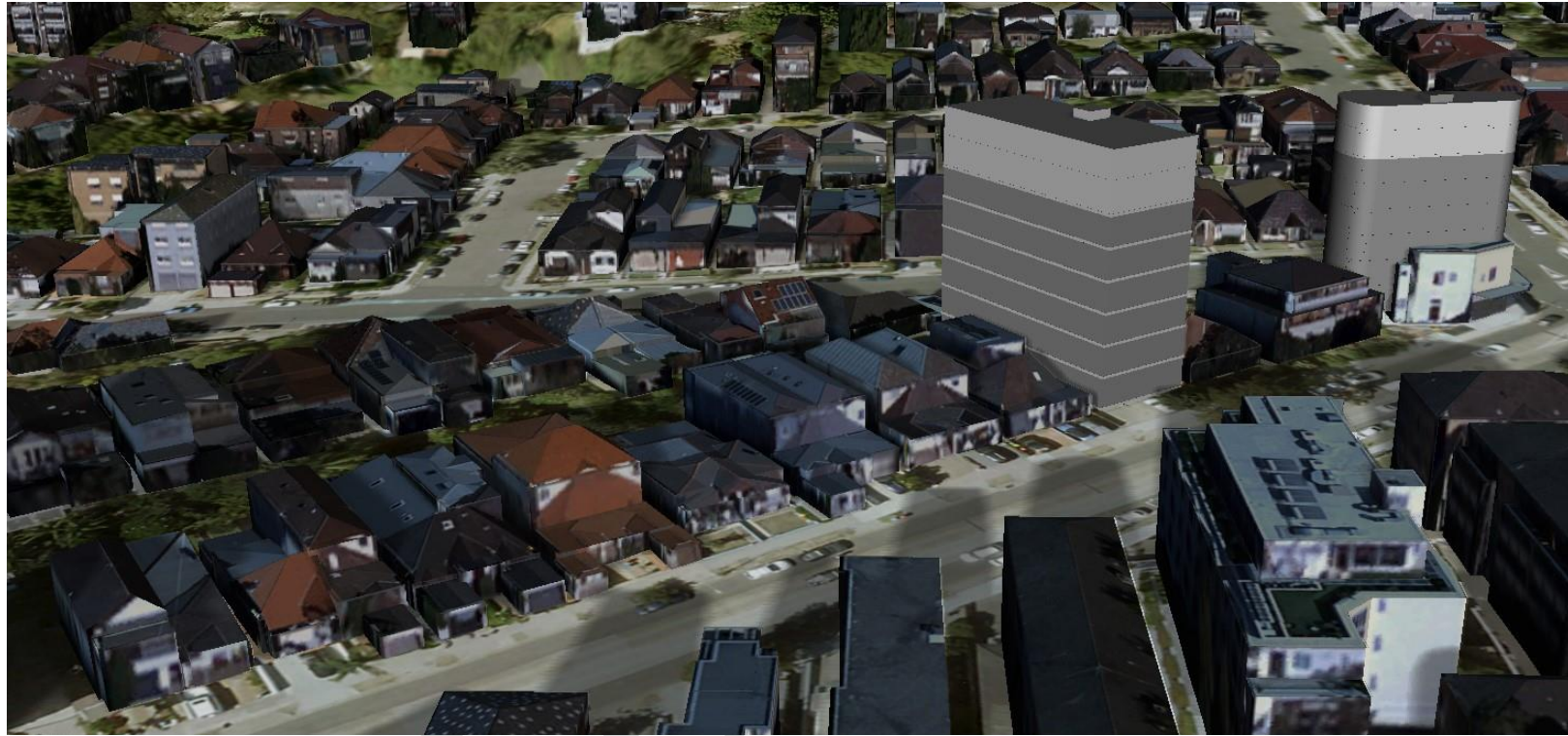
The illustrated area is zoned R3 Medium Density Residential and is the end of the R3 zoning, before R2 Low Density Residential Zoning is present adjacent on Lamrock Avenue. The subject area currently has a height limit of 8.5m, consistent with the existing built form. Across the street height limits are 12.5m (consistent with a large amount Waverley's R3 zoned areas), with a 13m height limit present closer to the Bondi Beach E1 Local Centre Zoning to facilitate ground floor commercial outcomes. Existing floor space ratio is 0.6:1, increasing again across the street to 0.9:1 and 2:1 in the Bondi Beach E1 Local Centre.

##### Discussion of impacts

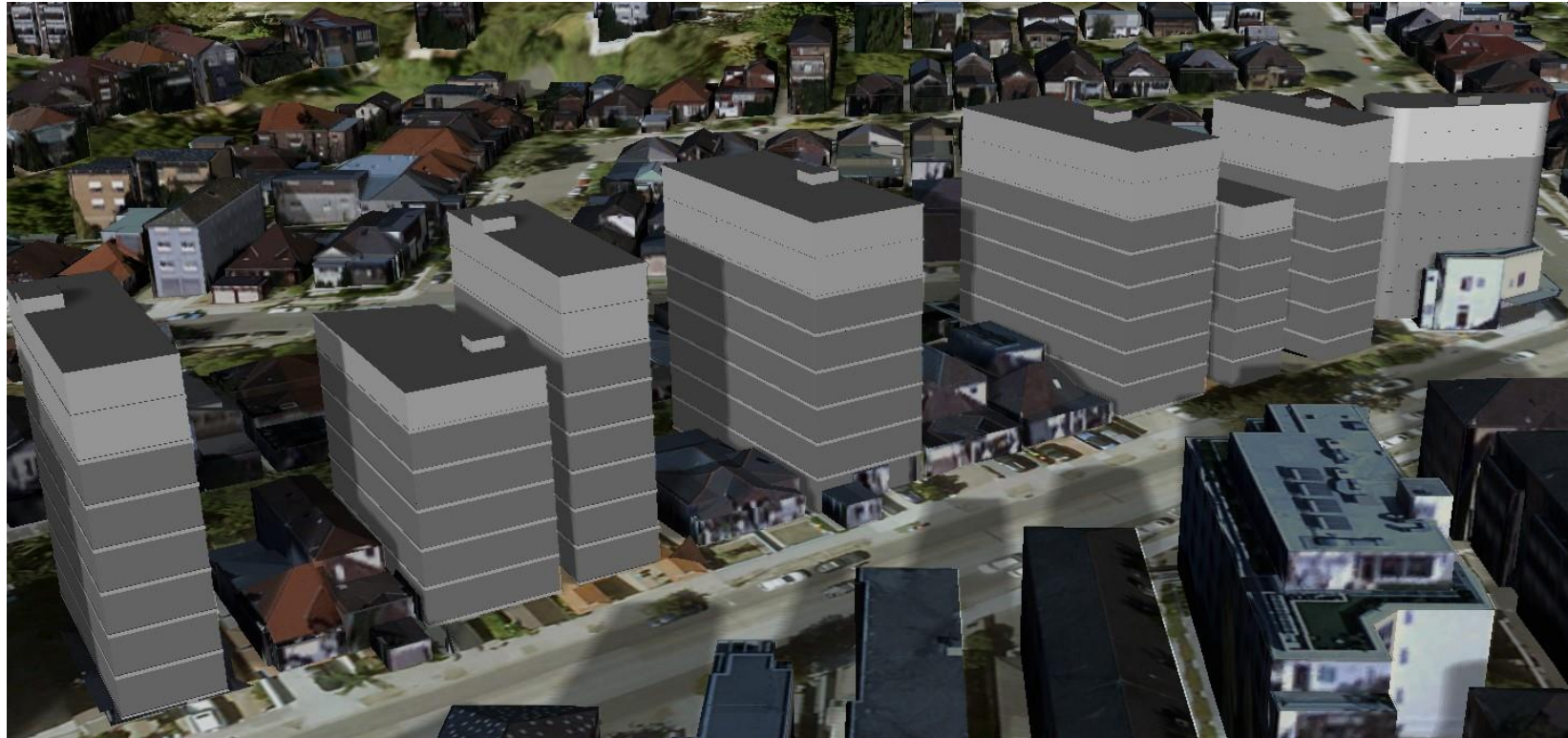
Similarly, to the Mill Hill HCA, given the smaller lot sizes that exist and the lack of proposed minimum lot sizes and lot widths, any development on small lots will result in:

- Suboptimal outcomes for internal amenity of any new development.
- Poor transitional of scale with the adjacent R2 zoned area where in which an 8-storey building may be built adjacent to a single storey semi-detached house.
- Substantial suboptimal outcomes for the amenity of neighbours, including increased overshadowing, as well as other impacts relating to privacy and overlooking.
- Loss of existing tree canopy due to the need to try and accommodate sufficient basement parking in such a small area.

*Figure 9: Aerial view of the corner of Lamrock Avenue and O'Brien Street looking south with isolated examples.*



*Figure 10: Aerial view of the corner of Lamrock Avenue and O'Brien Street looking south with further realisation of proposed development standards.*



## Bondi Beach Heritage Conservation Area

### Overview

Bondi Beach does not specifically align with the proposed definition of 'town centre precinct', however should the proposed changes go ahead with a change or broadening to the definition, or an applicant successfully argue it meets the constituted definition, these standards would apply. As such potential impacts have been investigated in this area.

The Bondi Beach HCA has historic, social and aesthetic significance as a cohesive and well detailed streetscape in a beachside setting. The Inter-War streetscape along Campbell Parade is largely intact and is unique for a beach setting. The historic pattern of transport has concentrated mixed use buildings with shop fronts and restaurants to the south, buildings here have retained the forms and detail of late Federation and early War revival styles. Later development at the northern end of Campbell Parade has limited retail shop fronts and is dominated by apartment buildings of later Inter War Art Deco and Functionalist Styles. More recent apartments are of later 20th Century Style.

The illustrated area is zoned E1 Local Centre, having recently been rezoned from the former B4 Mixed Use zoning, to better reflect the centres hierarchy and uses. The subject area currently has a height limit of 15m, consistent with the existing built form although there are some exceptions where buildings exceed the height limit along Campbell Parade. Existing floor space ratio is 3:1 consistent with what is proposed in the EIE. Existing controls aim to facilitate the retention of the existing heritage character or to ensure that any alterations and additions are sympathetic to existing and surrounding built form.

### Discussion of impacts

It would be anticipated that given the substantial profits to be made through increased opportunities for ocean views from apartments facing southeast, any new standards would substantially incentivise development which could have the proposed negative outcomes:

- Potential suboptimal design outcomes relating to existing heritage character or demolition due to inability to incorporate new development into existing built form (this has already occurred on a number of sites in Bondi Beach).
- Impacts on the largely intact interwar streetscape which contributes greatly to the state and nationally listed Bondi Beach Cultural Landscape.
- Substantial increased view loss due.
- Reduction in solar access to neighbouring properties and to pedestrian and outdoor dining areas.
- Loss of older existing modest shop-top housing units, replaced with larger luxury more expensive units.

The examples provided below has incorporated new development into existing structures and facades, however, as noted above this may not always be possible.



*Figure 11: Campbell Parade looking North – further realisation of development.*



## Attachment 4 - Mapping

### Explanation of Intended Effect: Changes to create low and mid-rise housing.

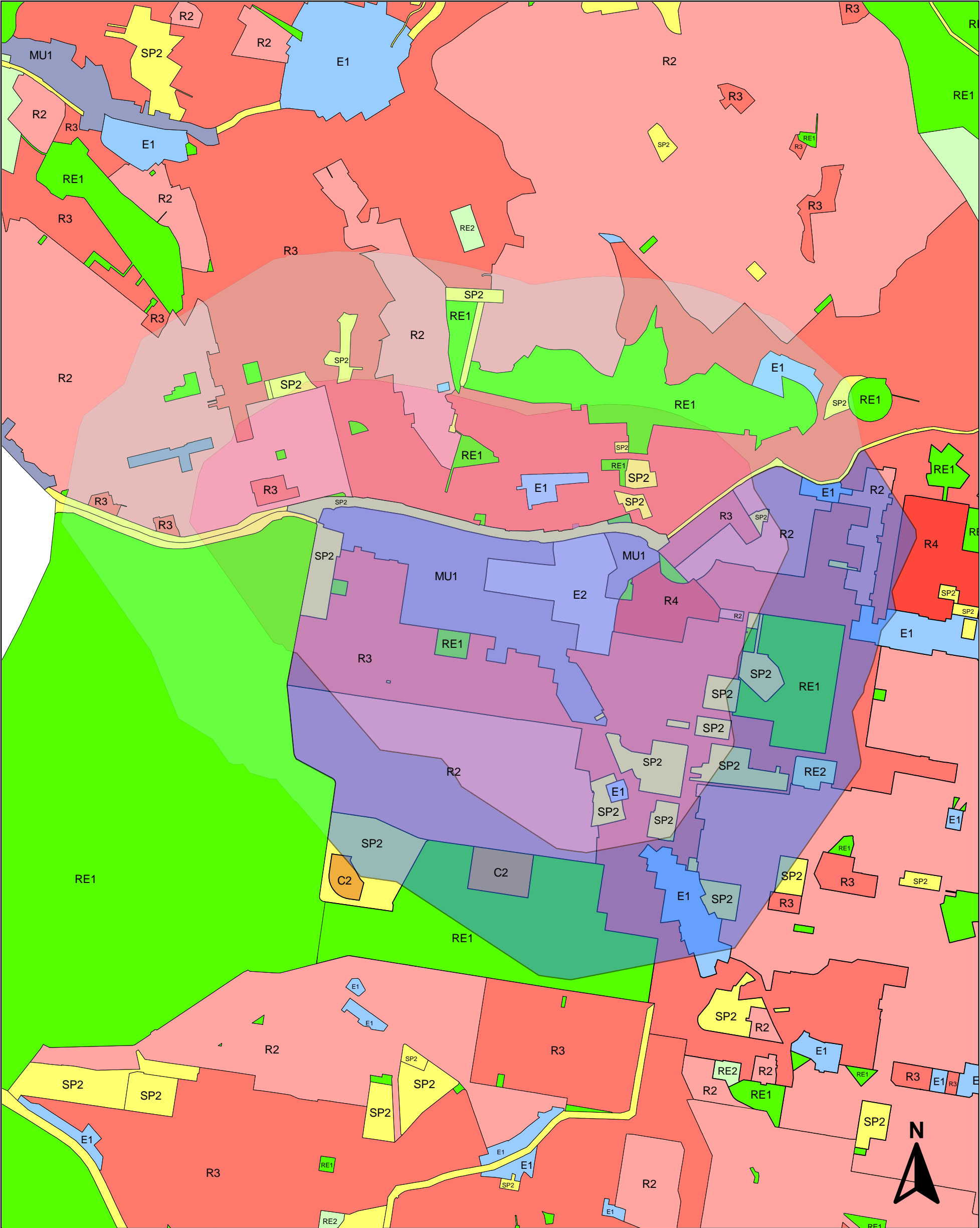
This document provides indicative maps of a number of local centres in the Waverley LGA for consideration in the context of proposed reform. The analysis and mapping are provided in the attachments with each map labelled based on probability that officers think the centre will be included if finalised. These maps should be read in conjunction with the related Council Report for further discussion.

Probability is described as follows based on an analysis of the types of commercial activities that currently exist within a centre and how the proposed definition of 'town centre' may be otherwise finalised or interpreted and argued by an applicant as part of a Development Application. Probability also includes the ability of the centre to accommodate one or more 'full line supermarket/s' in the future, if this criteria is retained in any finalised definition.

1. Bondi Junction (surrounds of train station and E2 and MU1 zones) - Certain.
2. Bondi Beach (surrounds of E1 zone) – Highly possible.
3. Bondi Road (surrounds of E1 zone) – Possible.
4. Rose Bay (surrounds of E1 zone in Woollahra LGA) – Possible.
5. Old South Head Road (surrounds of E1 zone southern end) – Possible.
6. Charing Cross (surrounds of E1 zone) – Possible but unlikely.
7. Macpherson Street (surrounds of E1 zone) – Possible but unlikely

















Due to limitations in mapping of walkable distance, maps have been generated using technology that provides best indicative representation based on Council's mapping software. Maps are not for application or use beyond providing an indicative indication on potential areas of application.







0-800m Walking distance of selected  
MU1, E2, and E1 Zones

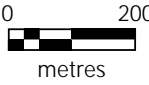


Zones			
 C1	 E4	 R3	 RU4
 C2	 MU1	 R4	 SP1
 E1	 R1	 RE1	 SP2
 E2	 R2	 RE2	 SP3

Walking distance	
	0-400m Walk
	400-800m Walk

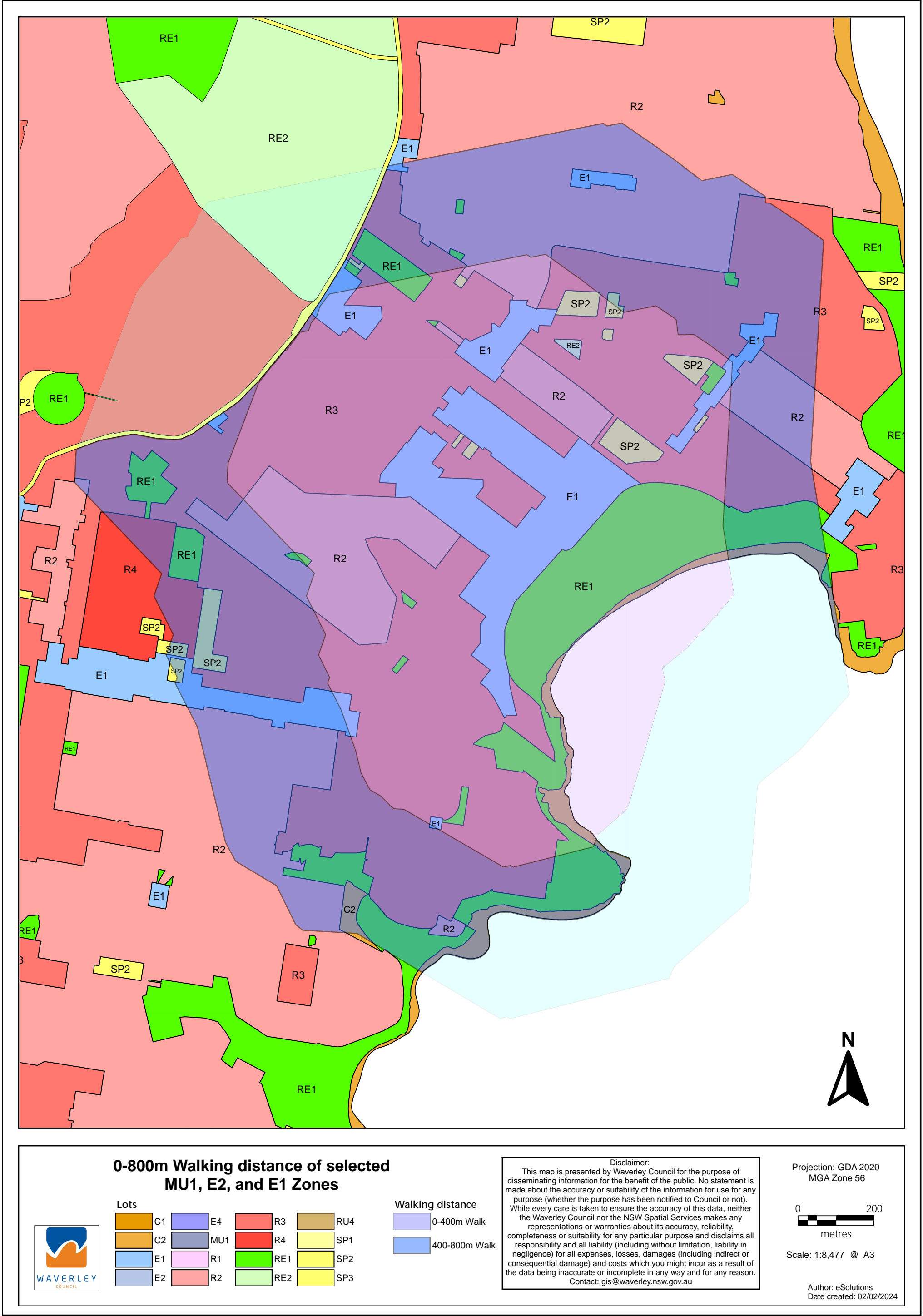
Disclaimer:  
This map is presented by Waverley Council for the purpose of disseminating information for the benefit of the public. No statement is made about the accuracy or suitability of the information for use for any purpose (whether the purpose has been notified to Council or not). While every care is taken to ensure the accuracy of this data, neither the Waverley Council nor the NSW Spatial Services makes any representations or warranties about its accuracy, reliability, completeness or suitability for any particular purpose and disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages (including indirect or consequential damage) and costs which you might incur as a result of the data being inaccurate or incomplete in any way and for any reason. Contact: [gis@waverley.nsw.gov.au](mailto:gis@waverley.nsw.gov.au)

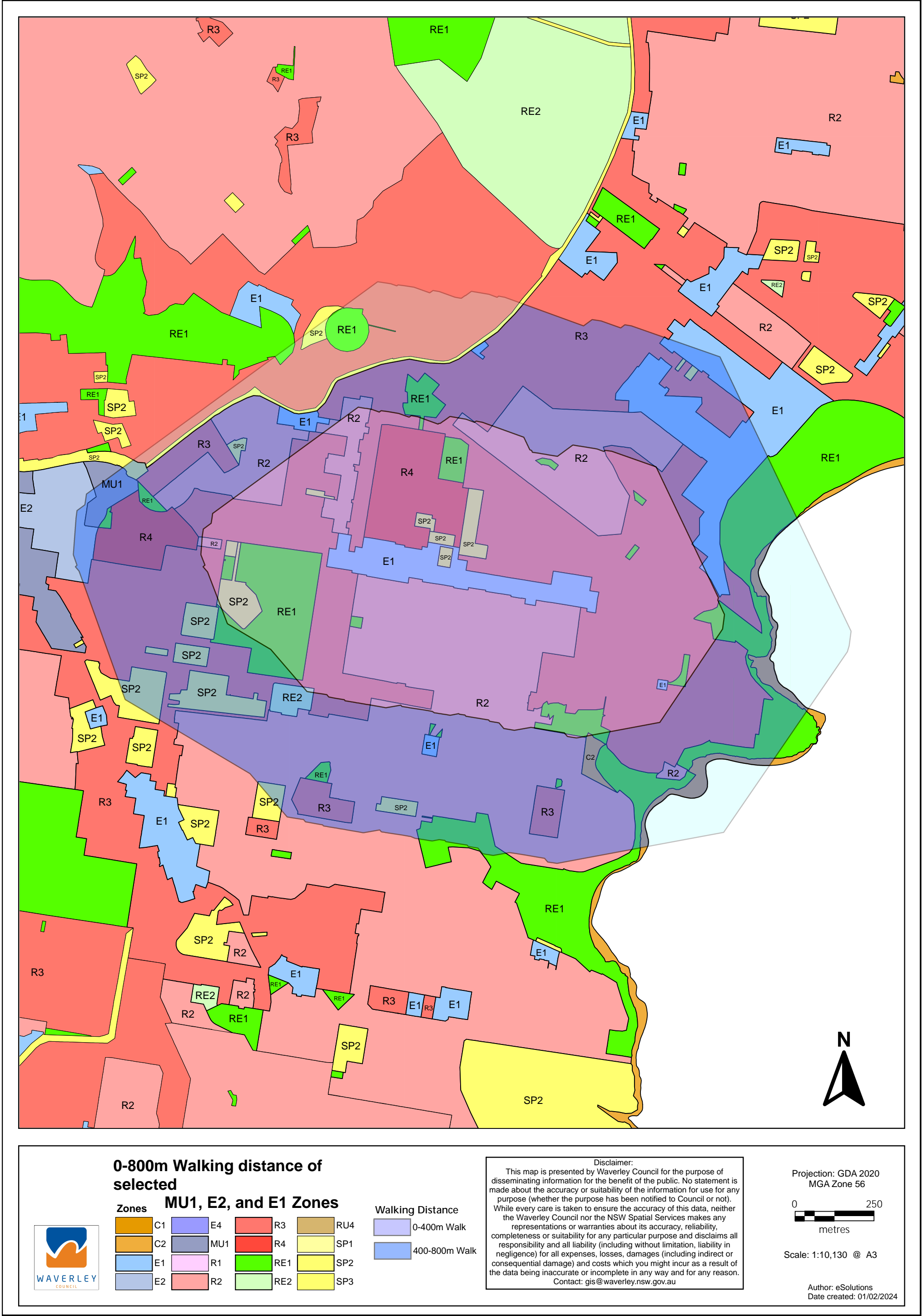
Projection: GDA 2020  
MGA Zone 56

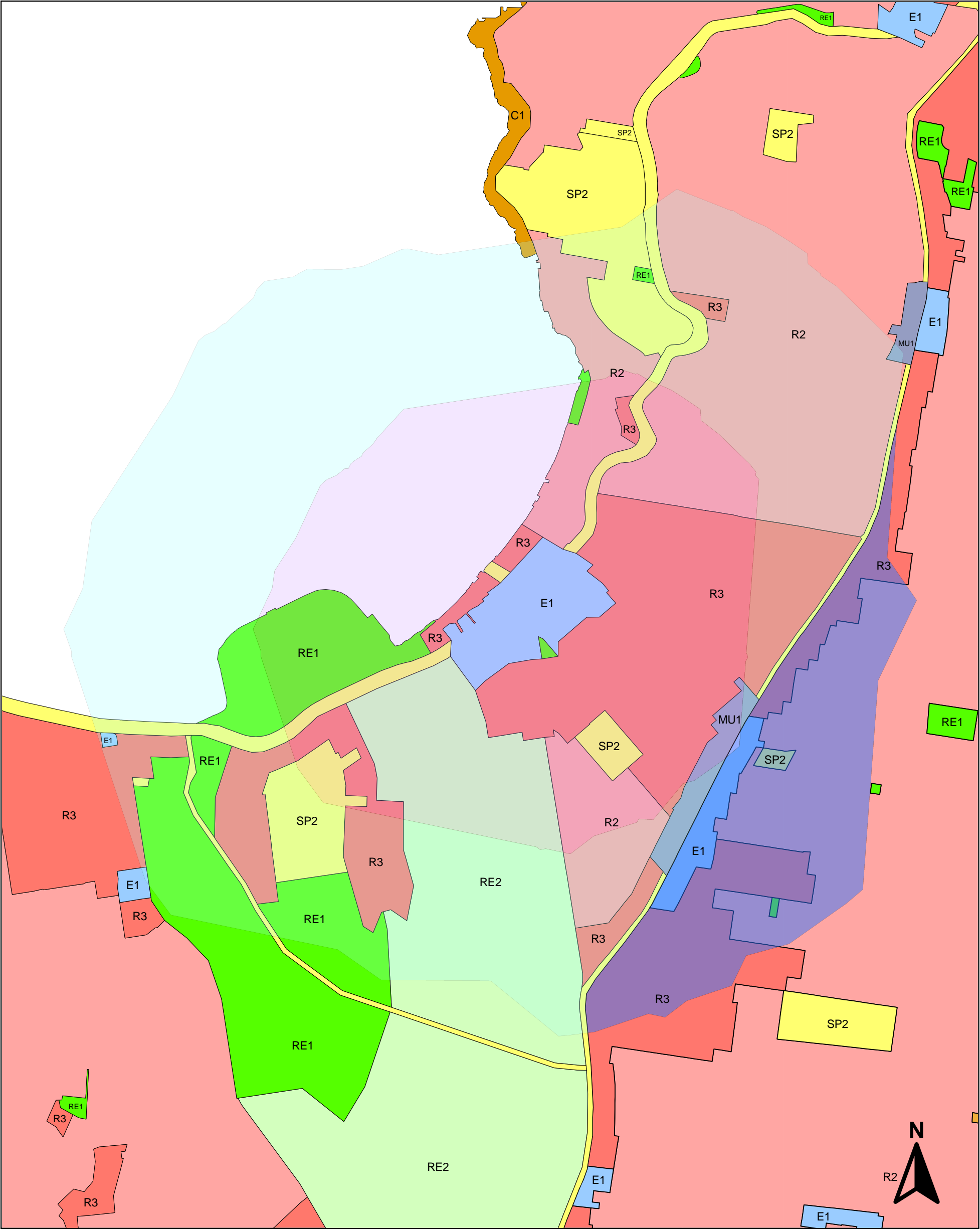


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Author: eSolutions  
Date created: 02/02/2024







0-800m Walking distance of selected  
MU1, E2, and E1 Zones

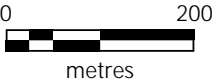


Zones			
	C1		E4
	C2		MU1
	E1		R1
	E2		R2
	R3		RE1
	R4		RE2
	SP1		SP2
	SP3		SP4
	RU4		

Walking distance	
	0-400m Walk
	400-800m Walk

Disclaimer:  
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Projection: GDA 2020  
MGA Zone 56



Scale: 1:7,529 @ A3

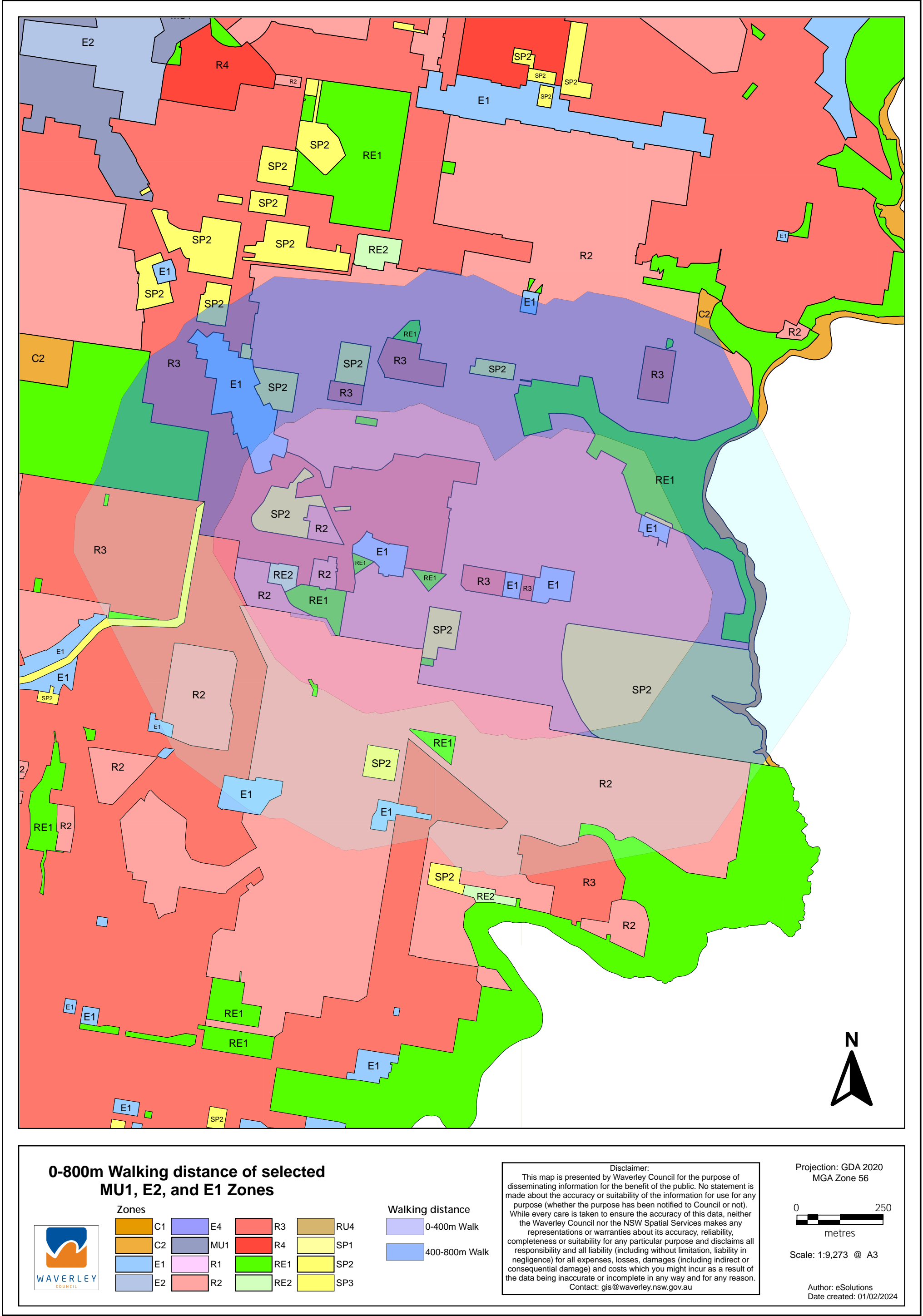
Author: eSolutions  
Date created: 01/02/2024











**The Hon Paul Scully MP**  
Minister for Planning and Public Spaces



Ref: MDPE23/3451

Clr Paula Masselos  
Mayor  
PO Box 9  
BONDI JUNCTION NSW 1355  
via: [paula.masselos@waverley.nsw.gov.au](mailto:paula.masselos@waverley.nsw.gov.au)

Dear Clr Masselos, 

I write to you regarding the need to allow for more housing in our low and medium density zones across New South Wales to help increase supply and diversity of homes we are delivering in our suburbs.

New South Wales is in a housing crisis. Through the National Housing Accord, councils and the NSW Government are committed to working together to look at every opportunity to address this crisis.

Our shared task is to approve and encourage the necessary investment and commencements for 377,000 homes by 2029.

The land use planning and assessment functions of councils and the Department will need to quickly adjust towards approaches that lead to more homes in well-located areas.

As a way to increase our housing numbers in NSW, the NSW Government has identified a number of limitations across the residential zones constraining our ability to deliver this diverse housing in our low and medium density areas. In Greater Sydney these include:

- Terraces, townhouses and 2 storey residential flat buildings (i.e. manor houses) are only permitted in the R2 low density residential zone in 2 of 35 Local Environmental Plans (LEPs) in Greater Sydney – just six per cent. This is despite 77 per cent of residential land being zoned R2. Even though the R3 medium density zones do allow terraces, they only make up 13% of residential land; and
- Residential flat buildings (RFBs) are only permitted in the R3 medium density zone in 47% of LEPs. Even though the R4 high density residential zones do allow RFBs, they only make up 3% of residential land.

The story is more mixed outside of our major cities but there are still opportunities available for the planning system to priorities low and mid-rise housing types in our main residential zones.

We are asking councils to review their local policy settings and approaches in the interests of housing supply. I ask you to identify existing well-located areas where terraces, small unit blocks or well-designed mid-rise apartments can be permitted.

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6080  
[nsw.gov.au/ministerscully](https://nsw.gov.au/ministerscully)

Research consistently shows that there is unmet demand for additional small apartment and low-rise multi-dwelling housing options as well as purpose-built rental and affordable and social housing.

With this in mind, the Department will be realigning its resources to support councils in these initiatives and is developing a tool kit to help councils and state agencies deliver the outcomes we need. Councils shouldn't wait for this work to happen, rather I am asking you to begin work identifying locations and permitting more low and mid-rise homes immediately.

This urgency for all of us to play our part to approve and deliver housing in all parts of New South Wales brings me to my final point. The upcoming 2024 NSW local government elections are scheduled to be held on Saturday 14 September 2024. The caretaker period will begin 4 weeks before on 16 August 2024.

The NSW local government elections may have an impact on some policy and program timeframes and exhibition dates and may impact on planning assessment timeframe targets.

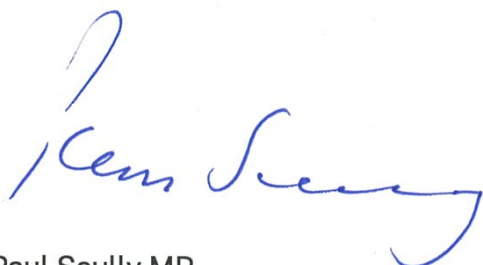
All planning assessments and other council responsibilities and operations should continue as normal until the start of the caretaker period. It is my express view that councils should continue to undertake their legal responsibilities under local government and planning legislation to make sure that we keep up the momentum on delivering the approvals for housing developments across New South Wales.

I would also request that this letter be tabled at your next council meeting so that councillors are clear about the State government's intentions on behalf of the people of NSW to deliver more low and mid-rise homes, while reminding them of their duty during election periods.

We all have a part to play in delivering on the National Housing Accord and a role in helping the next generation into home ownership or long-term rental. I urge you to look at your policy settings with the aim of expanding the number of homes in your LGA.

Should you have any questions regarding the housing reform work or to caretaker conventions for local government elections, please contact the Department at [stakeholder.engagement@dpie.nsw.gov.au](mailto:stakeholder.engagement@dpie.nsw.gov.au).

Yours sincerely



**Paul Scully MP**  
Minister for Planning and Public Spaces

30/6/23