

# FINANCE, OPERATIONS AND COMMUNITY SERVICES COMMITTEE MEETING

A meeting of the FINANCE, OPERATIONS AND COMMUNITY SERVICES COMMITTEE will be held at the Boot Factory, Spring Street, Bondi Junction at:

**7.00 PM, TUESDAY 12 NOVEMBER 2024** 

Emily Scott

**General Manager** 

Waverley Council PO Box 9 Bondi Junction NSW 1355 DX 12006 Bondi Junction Tel. 9083 8000

E-mail: info@waverley.nsw.gov.au

#### **Delegations of the Finance, Operations and Community Services Committee**

On 10 October 2017, Waverley Council delegated to the Finance, Operations and Community Services Committee the authority to determine any matter **other than**:

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

#### **Statement of Ethical Obligations**

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

#### **Live Streaming of Meeting**

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

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

#### **AGENDA**

#### PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

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

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

Waverley Council respectfully acknowledges our Indigenous heritage and recognises the ongoing Aboriginal traditional custodianship of the land which forms our Local Government Area.

- 1. Apologies/Leaves of Absence
- 2. Declarations of Pecuniary and Non-Pecuniary Interests
- 3. Addresses by Members of the Public
- 4. Confirmation of Minutes

FC/4.1/24.11

	-, ,	Committee Meeting - 4 June 20245
5.	Reports	
	FC/5.1/24.11	Delivery Program 2022-26 - Six-Monthly Progress Report
	FC/5.2/24.11	Schedule of Meeting Dates for Council and Council Committees 2025106
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	FC/5.6/24.11	Tender Evaluation - Waverley Park and Hugh Bamford Reserve - Sports Field Licences

Confirmation of Minutes - Finance, Operations and Community Services

- 6. Urgent Business
- 7. Meeting Closure

### CONFIRMATION OF MINUTES FC/4.1/24.11

Subject: Confirmation of Minutes - Finance, Operations and

**Community Services Committee Meeting - 4 June 2024** 

**TRIM No:** A23/0762

Manager: Richard Coelho, Executive Manager, Governance



#### **RECOMMENDATION:**

That the minutes of the Finance, Operations and Community Services Committee meeting held on 4 June 2024 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

#### Introduction/Background

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

#### **Attachments**

1. Finance, Operations and Community Services Committee Meeting Minutes - 4 June 2024 .



## MINUTES OF THE FINANCE, OPERATIONS AND COMMUNITY SERVICES COMMITTEE MEETING HELD AT WAVERLEY COUNCIL CHAMBERS, CNR PAUL STREET AND BONDI ROAD, BONDI JUNCTION ON TUESDAY, 4 JUNE 2024

#### **Present:**

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

#### Staff in attendance:

Emily Scott General Manager

Sharon Cassidy Director, Assets and Operations
Tara Czinner Director, Corporate Services

Fletcher Rayner Director, Planning, Sustainability and Compliance
Ben Thompson Director, Community, Culture and Customer Experience

At the commencement of proceedings at 7.00 pm, those present were as listed above, with the exception of Cr Keenan who arrived at 7.01 pm during declarations of pecuniary and non-pecuniary interests.

Crs Fabiano, Gray, Goltsman, Keenan, Lewis, Masselos and Wy Kanak attended the meeting by audio-visual link.

#### PRAYER AND ACKNOWLEDGEMENT OF INDIGENOUS HERITAGE

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

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

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

#### 1. Apologies

Apologies were received from Cr Angela Burrill.

#### 2. Declarations of Pecuniary and Non-Pecuniary Interests

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

#### 3. Addresses by Members of the Public

- 3.1 M Gencher (on behalf of StandWithUs Australia) FC/5.2/24.06 Rising Antisemitism in Australia and Impact on the Waverley Community Update.
- 3.2 R Gregory (on behalf of the Australian Jewish Association) FC/5.2/24.06 Rising Antisemitism in Australia and Impact on the Waverley Community Update.
- 3.3 L Martin (chief petitioner) FC/5.5/24.06 Petition Blair Street, North Bondi Resident Parking Scheme.
- 3.4 R L Strehler FC/5.5/24.06 Petition Blair Street, North Bondi Resident Parking Scheme.
- 3.5 D Obbelode FC/5.5/24.06 Petition Blair Street, North Bondi Resident Parking Scheme.
- 3.6 M Arcane FC/5.5/24.06 Petition Blair Street, North Bondi Resident Parking Scheme.

#### **ITEMS BY EXCEPTION**

MOTION / UNANIMOUS DECISION

Cr Murray

Seconder: Cr Masselos

Mover:

That the recommendations for the following items be adopted as recommended in the business paper:

FC/4.1/24.06 Confirmation of Minutes – Finance, Operations and Community Services Committee

Meeting – 7 May 2024.

FC/5.1/24.06 Precinct Committees – Motions and Update.

FC/5.3/24.06 Access and Inclusion Advisory Panel Meeting – 21 March 2024 – Minutes.

FC/5.4/24.06 Housing Advisory Committee Meeting – 22 November 2023 – Minutes.

#### 4. Confirmation of Minutes

FC/4.1/24.06 Confirmation of Minutes - Finance, Operations and Community Services

Committee Meeting - 7 May 2024 (A23/0762)

MOTION / UNANIMOUS DECISION Mover: Cr Murray

Seconder: Cr Masselos

That the minutes of the Finance, Operations and Community Services Committee meeting held on 7 May 2024 be received and noted, and that such minutes be confirmed as a true record of the proceedings of that meeting.

#### 5. Reports

FC/5.1/24.06 Precinct Committees - Motions and Update (A04/0038)

MOTION / UNANIMOUS DECISION Mover: Cr Murray

Seconder: Cr Masselos

#### That Council:

1. Notes the status of Precinct motions from May 2023 to April 2024 attached to the report.

#### 2. Notes:

- (a) The continued operation of Precinct meetings in face-to-face, online and hybrid formats.
- (b) The continued engagement of the Precincts and the Combined Precincts group in consultations on Council's strategic projects, programs and plans in face-to-face, online and hybrid formats.
- (c) That the Combined Precincts Meeting continues to operate in a sub-committee structure.

FC/5.2/24.06 Rising Antisemitism in Australia and Impact on the Waverley Community - Update (A23/0698)

MOTION / UNANIMOUS DECISION

Mover: Cr Gray
Seconder: Cr Nemesh

That Council notes the progress update on resolution CM/8.4/23.12 on rising antisemitism in Australia and its impact on the Waverley community, as set out in the report.

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

M Gencher (on behalf of StandWithUs Australia) and R Gregory (on behalf of the Australian Jewish Association) addressed the meeting.

FC/5.3/24.06 Access and Inclusion Advisory Panel Meeting - 21 March 2024 - Minutes

(A21/0096)

MOTION / UNANIMOUS DECISION Mover: Cr Murray

Seconder: Cr Masselos

That Council notes the minutes of the Access and Inclusion Advisory Panel meeting held on 21 March 2024 attached to the report.

FC/5.4/24.06 Housing Advisory Committee Meeting - 22 November 2023 - Minutes

(SF24/1065)

MOTION / UNANIMOUS DECISION Mover: Cr Murray

Seconder: Cr Masselos

That Council notes the minutes of the Housing Advisory Committee meeting held on 22 November 2023 attached to the report.

FC/5.5/24.06 Petition - Blair Street, North Bondi - Resident Parking Scheme (A16/0643)

MOTION Mover: Cr Gray

Seconder: Cr Wy Kanak

That Council considers the petition on introducing a resident parking scheme in Blair Street, North Bondi, as part of the Resident Parking Scheme Review.

AMENDMENT Mover: Cr Betts

Seconder: Cr Nemesh

That the motion be amended to read as follows:

'That Council urgently considers the petition on introducing a resident parking scheme on both sides of Blair Street between Glenayr Avenue and Gould Street and the block between Blair Street, Glenayr Avenue, Gould Street and Murriverie Road.'

THE AMENDMENT WAS PUT AND DECLARED LOST.

**Division** 

For the Amendment: Crs Betts, Goltsman, Kay and Nemesh.

**Against the Amendment:** Crs Fabiano, Gray, Keenan, Lewis, Masselos, Murray and Wy Kanak.

THE MOVER OF THE MOTION THEN ACCEPTED AMENDMENTS TO THE MOTION.

THE MOTION AS AMENDED WAS THEN PUT AND DECLARED CARRIED UNANIMOUSLY.

#### **UNANIMOUS DECISION**

That Council considers the petition on introducing a resident parking scheme in Blair Street, North Bondi, as part of the resident parking scheme Review with specific consideration to both sides of Blair Street between Glenayr Avenue and Gould Street and the block between Blair Street, Glenayr Avenue, Gould Street and Murriverie Road, at the earliest possible time.

L Martin (chief petitioner), R L Strehler, D Obbelode and M Arcane addressed the meeting.

#### 6. Urgent Business

There was no urgent business.

#### 7. Closed Session

FC/7/24.06 Closed Session

MOTION / DECISION Mover: Cr Murray

Seconder: Cr Masselos

#### That:

1. Council moves into closed session to deal with the matters listed below, which are classified as confidential under section 10A(2) of the *Local Government Act* for the reasons specified:

FC/7.1/24.06 CONFIDENTIAL REPORT - Procurement Exemption - IT Network Services

This matter is considered to be confidential in accordance with section 10A(2)(d)(i) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

FC/7.2/24.06 CONFIDENTIAL REPORT - Procurement Exemption - Property and Rating System - Maintenance and Support

This matter is considered to be confidential in accordance with section 10A(2)(d)(i) of the *Local Government Act*, and Council is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

- 2. Pursuant to sections 10A(1), 10(2) and 10A(3) of the *Local Government Act*, the media and public be excluded from the meeting on the basis that the business to be considered is classified as confidential under section 10A(2) of the *Local Government Act*.
- 3. The correspondence and reports relevant to the subject business be withheld from the media and

public as provided by section 11(2) of the Local Government Act.

At 8.01 pm, Council moved into closed session.

FC/7.1/24.06 CONFIDENTIAL REPORT - Procurement Exemption - IT Network Services

(A23/0805)

MOTION / UNANIMOUS DECISION Mover: Cr Murray

Seconder: Cr Keenan

#### That Council:

- 1. Treats the report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as it relates to a matter specified in section 10A(2)(d)(i) of the *Local Government Act 1993*. The report contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.
- 2. Approves a procurement exemption to engage Vocus Pty Ltd for the supply of IT network services.
- 3. Authorises the General Manager or delegate to complete negotiations and execute all necessary documentation to finalise the matter.

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

FC/7.2/24.06 CONFIDENTIAL REPORT - Procurement Exemption - Property and Rating System -

Maintenance and Support (A23/0805)

MOTION / UNANIMOUS DECISION Mover: Cr Masselos

Seconder: Cr Fabiano

#### That Council:

- 1. Treats the report as confidential in accordance with section 11(3) of the *Local Government Act 1993*, as it relates to a matter specified in section 10A(2)(d)(i) of the *Local Government Act 1993*. The report contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.
- 2. Approves a procurement exemption to engage Infor for the maintenance and support of Council's property and rating system, Pathway.
- 3. Authorises the General Manager or delegate to complete negotiations and execute all necessary documentation to finalise the matter.

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

#### 8. Resuming in Open Session

FC/8/24.06 Resuming in Open Session

MOTION / DECISION Mover: Cr Murray
Seconder: Cr Nemesh

That Council resumes in open session.

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

At 8.08 pm, Council resumed in open session.

#### Resolutions from closed session made public

In accordance with clause 14.21 of the Waverley Code of Meeting Practice, when the meeting resumed in open session the chair announced the resolutions made by Council while the meeting was closed to members of the public and the media.

#### 9. Meeting Closure

THE MEETING CLOSED AT 8.10 PM.

SIGNED AND CONFIRMED CHAIR

**6 AUGUST 2024** 

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### REPORT FC/5.1/24.11

Subject: Delivery Program 2022-26 - Six-Monthly Progress Report

**TRIM No:** A22/0557

Manager: Emily Scott, General Manager

**Director:** Emily Scott, General Manager



#### **RECOMMENDATION:**

That Council notes the progress report on the Delivery Program 2022–2026 attached to the report.

#### 1. Executive Summary

This report provides a summary of progress for activities from the Operational Plan 2023–24 for the period 1 January 2024 to 31 July 2024 and reflects progress for the deliverables identified in the Delivery Program. The detailed Six-Monthly Progress Report is attached to the report.

The Six-Monthly Progress Report sets out Council's progress in delivering the projects and programs within the Operational Plan. Progress is summarised in the table below.

Table 1. Summary of progress.

Themes	Completed	In Progress	In Progress – Impacted by Unforeseen conditions	Delayed	Delayed – Impacted by Unforeseen conditions
Overall	93%	7%	0%	0%	0%
People	100%	0%	0%	0%	0%
Place	88%	12%	0%	0%	0%
Performance	93%	7%	0%	0%	0%

Of the total 158 actions in the Operational Plan 2023–24, 93% (147) of the actions in the Operational Plan were completed, and 7% (11) are in progress.

#### 2. Introduction/Background

Section 404(5) of the *Local Government Act 1993* requires that the General Manager ensure regular reports are provided to the Council on progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided every six months.

Council's planning is based on our Community Strategic Plan, which sets out the community's vision for Waverley. In June 2022, Council adopted the Community Strategic Plan 2022–2032. In accordance with the legislation, sitting under the Community Strategic Plan is a four-year Delivery Program and a one-year Operational Plan (see diagram below).

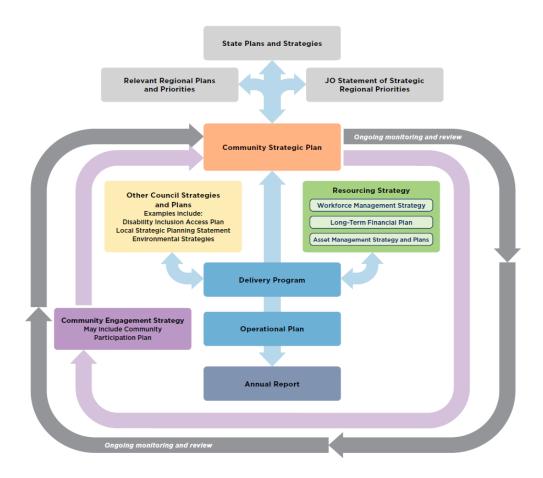


Figure 1. Integrated Planning and Reporting (IP&R) framework.

To meet legislative requirements, Council reports twice a year against actions in its annual Operational Plan as a measure of progress towards achieving the Delivery Program, and ultimately the community's vision.

#### 3. Relevant Council Resolutions

Nil.

#### 4. Discussion

The Delivery Program is Council's commitment, during its term of office, on what it is going to deliver to the community to achieve the directions set out in the Community Strategic Plan. The one-year Operational Plan, which is a sub-plan of the Delivery Program, sets out the activities (services and projects) being undertaken by Council in the financial year. The approach to using the Operational Plan actions for reporting on the Delivery Program is in line with the Integrated Planning and Reporting Manual for Local Government in NSW.

This report is the fourth progress report on the Community Strategic Plan 2022–2032. The Community Strategic Plan reflects the Waverley community's long-term priorities and aspirations for the future. The Delivery Program sets out a plan to respond to and meet the community's long-term vision as stated in the 10-year Community Strategic Plan within each Council term.

The Six-Monthly Progress Report is made up of two parts. The first part gives a high-level summary of key milestones and achievements of the Council in implementing the Operational Plan 2023–24. The second part provides detailed reporting on progress in each activity/project in the Operational Plan 2023–24.

Below is a progress summary of Council's overall performance as of 31 December 2023 in progressing towards the targets in the Operational Plan 2023–24.

Below is a progress summary of Council's overall performance as on 31 July 2024 in progressing the activities in the Operational Plan 2023–24.

#### **Overall performance**

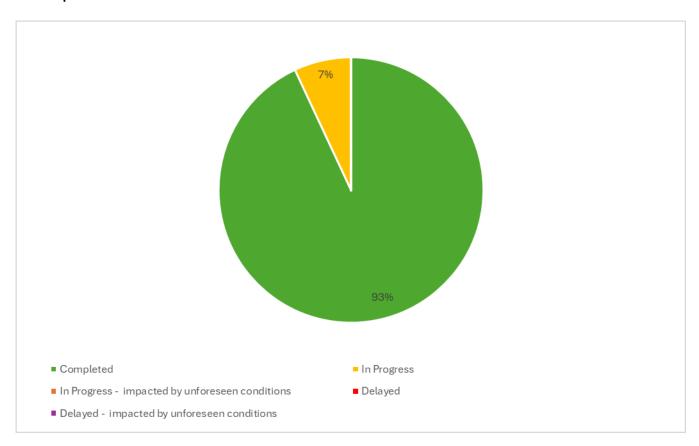


Figure 1. Overall performance progress.

Of the total 158 actions in the Operational Plan 2023–24, 93% (147) of the actions in the Operational Plan were completed and 7% (11) are in progress.

#### **Performance overview**

Only 7% (11) of activities in the Operational Plan are in progress. Minor delays in construction completion, dependency on other project completion and operational delays were reasons that these projects were not completed by 30 June 2024. However, these projects have made substantial progress and is nearing completion. Measure for which data is not available in the Environment section is confined to remnant vegetation.

Theme 1 - People

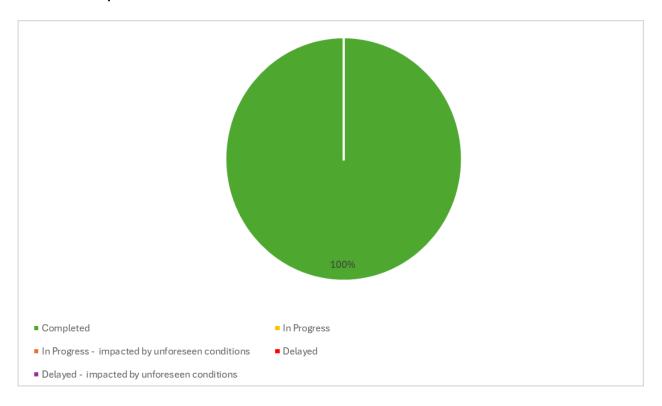


Figure 2. People theme progress.

Of the 43 actions in the People theme of the Operational Plan 2023–24, 100% (43) actions were completed.

Theme 2 - Place

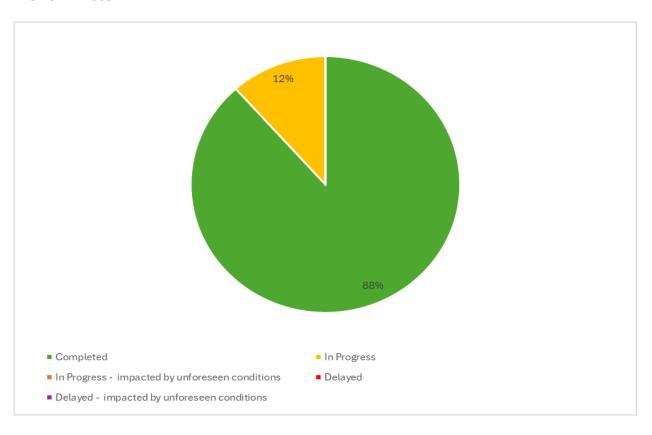


Figure 3. Place theme progress.

Of the 69 actions in the Place theme of the Operational Plan 2023–24, 88% (61) actions were completed, and 12% (8) are in progress.

Theme 3 - Performance

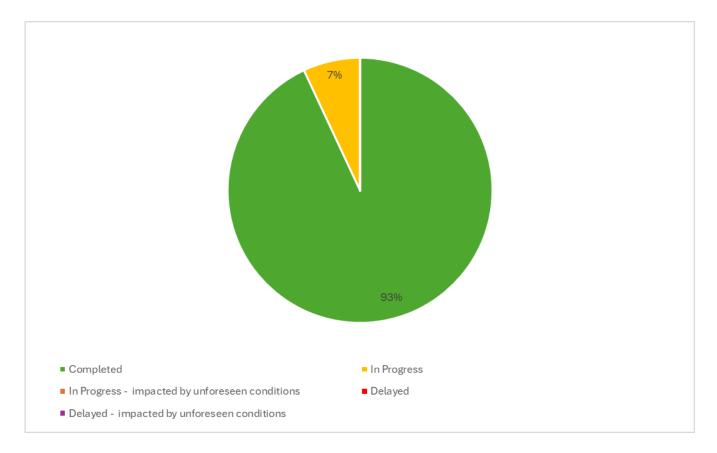


Figure 4. Performance theme progress.

Of the 46 actions in the Performance theme of the Operational Plan 2023–24, 93% (43) actions were completed, 7% (3) are in progress.

#### 5. Financial impact statement/Time frame/Consultation

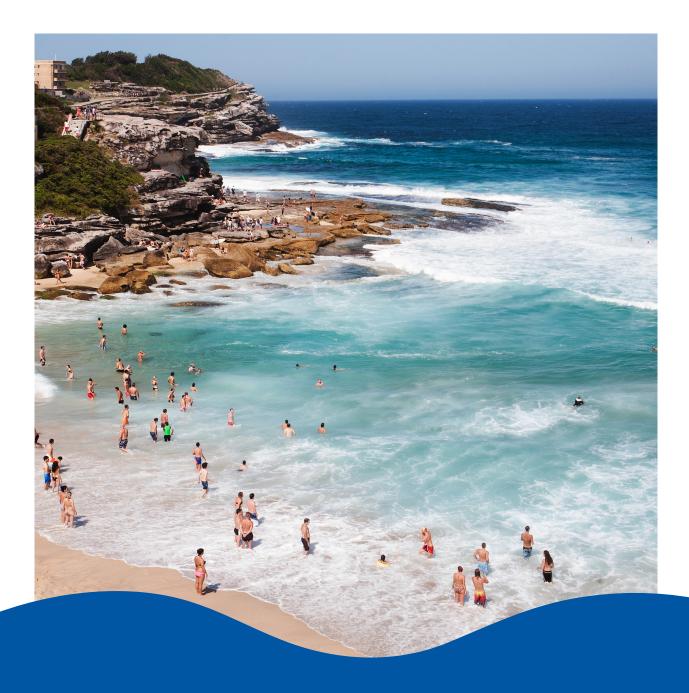
The actions in the Operational Plan 2023–24 were included in the budget and work program when the Operational Plan was adopted by Council in June 2023. Funding to implement the Delivery Program over its term is based on the Long Term Financial Plan that supports the Delivery Program. The Progress Report on the Delivery Program is based on information provided by Directors and Executive Managers across Council. The Progress Report on the Delivery Program reflects progress as on 30 June 2024.

#### 6. Conclusion

The Progress Report on the Delivery Program provides an overview of the program of work Council has delivered as well as detailed reporting against the deliverables set out in the Operational Plan 2023–24 for the period 1 January 2024 to 31 July 2024.

#### 7. Attachments

1. Six Monthly Progress Report - June 2024 <u>J</u>.



# Waverley 2024

Six Monthly Progress Report 1Jan – 30 Jun 2024

WAVERLEY

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FC/5.1/24.11- Attachment 1 Page 18

# Acknowledgement and our reconciliation vision

We acknowledge the Bidiagal, Birrabirragal and Gadigal people, who traditionally occupied the Sydney coast. We also acknowledge Aboriginal and Torres Strait Islander Elders

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

both past and present.

- 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 activities 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 last six months of the financial year and shows that Council made significant progress in implementing its Operational Plan objectives. Highlights include opening the district-level inclusive play space at Waverley Park Playground. Access and inclusion are at the heart of the playground's design. The Sydney Eastern City Planning Panel approved the revised development application (DA) for Bronte Surf Life Saving Club and Community Facilities.

In March 2024, Council embarked on a Net Zero Month of Action to inspire and empower the community towards achieving our net zero greenhouse gas emissions target by 2035.

In May 2024, the Bondi Innovation Forum was held at Bondi Pavilion. The transformative impact of artificial intelligence (AI) on business was the theme of this year's Business Forum.

Nine speakers delved into the revolutionary world of Al and unpacked its complexities, providing real-world experiences, practical tips, and firsthand insights to help unlock its full potential.

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 to library services and parks and facilities. These projects support in making Waverley a great place to live.



FC/5.1/24.11- Attachment 1 Page 20

# Part 1

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

Misha Heazlewood - Polluted Prawn Cocktail



### People:

### **Key Highlights**

#### **Waverley Youth Art Prize 2024**

The Waverley Youth Art Prize provides a platform to celebrate and recognise the talents of emerging artists aged 9 to 18 who live, study or spend time in Waverley. In June 2024, Council awarded the 2024 prize winners and celebrated all 265 entries which enabled us to create a moving and colourful exhibition at Waverley Library.

The Mayor's Prize went to **Tilly Naar** and **Lynn Li** for their entries *Dolphin Reef* and *Anglefish*. Winners received a range of art materials to help with future creations.

Senior first place winner, **Misha Heazlewood**, received a voucher to attend the National Art School's summer program for her entry *Polluted Prawn Cocktail*.

The full list of winners are as follows:

- Tilly Naar, Mayor's Prize
- Lynn Li, Mayor's Prize
- Misha Heazlewood, Senior 1
- Rose Lespets, Senior 2
- Coco Batu-Sampson, Senior 3

- Claudia Sidoti, Senior HC
- Jet Batu-Sampson, Intermediate 1
- Zaneta Danusas. Intermediate 2
- Suvdaa, Intermediate 3
- Annabel Mills, Intermediate HC
- Esra Vasfi, Junior 1
- Luke Wu, Junior 2
- Alexander Banhidi and August Bergland, Junior 3
   Oliver Starkenburg, Junior HC
- Oscar Petersen, Best Interpretation of the Theme
- Lexi Smith, Best Sculpture





Left: Tilly Naar - *Dolphin Reef*, Right: Misha Heazlewood - *Polluted Prawn Cocktail* 

SIX MONTHLY REPORT JAN-JUN 2024

THEME 1: PEOPLE

#### **World Ocean Day Concert**

In June 2024, Council celebrated World Ocean Day in the Bondi Pavilion Theatre with a free evening of live music with award-winning jazz vocalist Emma Pask, the Oriente Tres Band and the Rose Bay Secondary College Jazz Band.

This all-ages event aims to raise awareness of the importance of protecting our coastal and marine ecosystems and coincides with the start of the whale watching season.



World Ocean Day

This year's World Ocean Day theme - Catalyzing Action for Our Ocean and Climate - encourages transformative collaboration to create a healthy blue planet and a more sustainable society.

#### **Waverley Youth Week 2024**

WAYS Youth and Family, in partnership with Waverley and Woollahra Councils organised the Youth Week in May 2024.

Waverley's Youth Week program embodies this year's theme of Express. *Empower. Get Loud!* through workshops and events focused on music making and performance.



Waverley Youth Week 2024

The program included the WAVES Youth Music Festival at the Dolphin Court, Bondi Park, Our Young Women's Intro to Sound Production workshop at Bondi Pavilion Music Studios, the Bondi Beach Bash held with five local bands and two DJs playing for 200 guests, and two Bondi Beats sessions.

#### Global Table 2024

Global Table, Council's annual celebration of our diverse culture, food and music, was held in May 2024 at the Oxford Street Mall, Bondi Junction.

Live performances on the main stage included The Strides, Victor Valdes, Latin Cross Roads, Sitar by Ravi, Be Suren, Monochrome K Pop, Polish Folk Ensemble, Ganathipan and the MCC Chinese dancers.

Blak Markets partnered with Council to showcase original and unique items from First Nations artists and craftspeople.

Many cultures were represented at the Global Table 2024, including our Aboriginal and First Nations people, and people from Ethiopia, Turkey, France, Japan, Italy, Argentina, Spain and Mexico.

Food stalls featuring menus from around the world in the company of family, friends and neighbours at our 35-metre-long communal table.



Global Table 2024

#### THEME 1: PEOPLE

#### Women's Council

The provision of affordable and appropriate housing for women, including those with young families who may be fleeing family and domestic violence, dominated discussions at the April Women's Council to the Mayor meeting.

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

Its 20 members met in April to discuss one of the three key challenges facing women and girls in Waverley, including connections, mentoring and building healthy relationships, and mental health and wellbeing.

A further workshop will be conducted to gain more granularity about this issue and what Council can do to assist.



Women's Council

#### **Dawn Reflection**

In January 2024, the Dawn Reflection was held at the Bondi Beach at 5.30 am for a morning of quiet reflection to commemorate our First Nations community. The Dawn Reflection included a Welcome to Country and smoking ceremony from the La Perouse Gamay dancers and Jannawi Dance Clan followed by a breakfast BBQ in front of Bondi Surf Club.

The Dawn Reflection acknowledges the resilience and survival of Aboriginal and Torres Strait Islander peoples and their continuous connection to Country and culture as the Traditional Custodians of this land.

In 2023, Waverley Council was one of the first local government organisations in Australia to host an event of this type on the 26th of January.

#### **Arts in Residence Program**

Seven new artists moved into the Waverley Artist Studios (WAS) and participated in two public exhibitions - Beauty Runs the Gauntlet and Power the Future is Here, which had 9,528 and 4,060 visitors, respectively. Four current and former WAS residents participated in three artist talk events, four workshops (Summerama, cape making and Bronte House Plein Air) and judging of the Waverley Art Prize and the Waverley Youth Art Prize

#### **Arts and Cultural Program**

Arts and Culture programs delivered include the Bondi Pavilion Art Gallery exhibition program, the Bondi Pavilion performing arts program, Waverley Library exhibition program, artist talks, Talks and Ideas author talks, Classic Hits monthly music concerts, WAVE Youth Music workshop program, and Nib Literary Award. Highlights in Bondi Pavilion performing arts program include The Listies Make Some Noise (Sydney Festival), How the Birds Got Their Colours and The Seagulls at Bondi Beach (Sydney Festival), Earth Sea and Sky (Sydney Festival), Bangers and Mash (Mardi Gras Festival), BLUE – The Songs of Joni Mitchell, Elixir featuring Katie Noonan, National Theatre Live film screenings, school holiday workshop programs, Blackbird By Poetica, Don Juan theatre performance, Greener Futures panel discussion, Dear Diary theatre show, Courtyard Music activations. Highlights in the Talks and Ideas program include Bri Lee – The Work, Jonathan Seidler – All the Beautiful Things You Love, Pauline Menczer – Surf Like a Woman and International Women's Day Award.

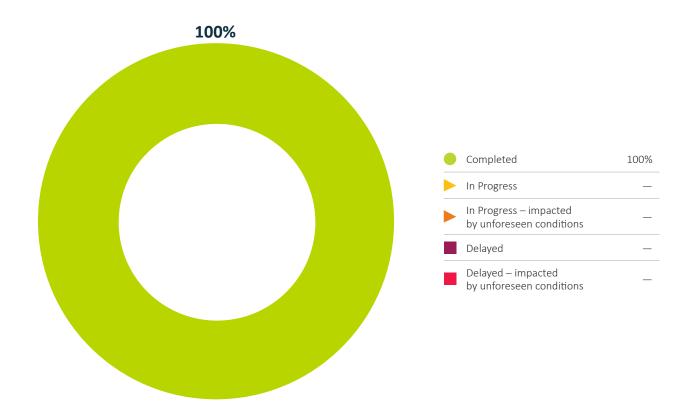
### Sector Specific Workshops and Partnerships

Transition to high school services networking breakfast was organised, and 82 people attended. Storytime at Playgroup session engaged 23 out of 38 parents with children aged 0-2 to their first playgroup session and opportunity for a continued babies playgroup for new parents. Eastern Suburbs Aging and Disability Interagency was convened three times to support the delivery of aged and disability services in the region. Focus on Commonwealth Reforms, Dying to Know Film Screening and two death cafes were held in partnership with SES Health District, Public Health Unit and Randwick City Council to improve death literacy and plan for end-of-life further.

● THEME 1: PEOPLE

### People:

### **Progress Summary**





### 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.

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THEME 2: PLACE





### Place:

### **Key Highlights**

### NSW turbocharges kerbside EV charging

The NSW Government is increasing the take up of EVs by investing \$4.1 million to install 671 EV charging ports at 391 sites across the state. This will be matched by \$8 million in private investment.

The new kerbside EV chargers will provide more convenient charging options for drivers without offsite parking. The kerbside chargers will be installed across 16 Local Government Areas by eight grant recipients, including Waverley Council.

The funding is for chargers ranging from seven kilowatts to 75 kilowatts and will include pole mounted, pedestal and 'kiosk' EV chargers. They will be installed on kerbsides or in public council car parks.

All chargers will be installed over the next 12 months and open to the public 24 hours a day, 7 days a week.

671 chargers will be installed across 16 Local Government Areas, including 51 charger ports at 31 sites.

#### Below are the details of Round One recipients

RECIPIENT	NUMBER OF SITES	NUMBER OF CHARGE PORTS	NSW GOVERNMENT FUNDING
Evie Networks	26	80	\$800,000
ChargePost	5	40	\$362,032
EVSE	28	68	\$680,000
City of Newcastle	10	30	\$270,572
Waverley Council	31	51	\$286,740
EVX	77	154	\$760,452
PLUS ES	149	149	\$794,979
JOLT Charge	65	99	\$180,000
Total	391	671	\$4,134,775

THEME 2: PLACE

### Bronte Surf Life Saving Club DA approved

The Sydney Eastern City Planning Panel approved the revised development application (DA) for Bronte Surf Life Saving Club and Community Facilities.

Council will partner with Bronte Surf Life Saving Club and architects Warren and Mahoney to revitalise the building and facilities. Bronte SLSC secured \$1 million in grant funding for the redevelopment from the NSW Government.

Highlights of the project include:

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



An artist's impression of the new and improved Bronte Surf Life Saving Club and community facilities

### Waiora School celebrates access and inclusion at Waverley Park Playground

The district-level inclusive play space at Waverley Park Playground was opened and caters to all visitors. The NSW Government co-funded the project through the NSW Public Spaces Legacy Program, in association with the Council. Access and inclusion are at the heart of the playground's design.



The Wairo School community enjoying this months visit to the new playground

In April 2024, Wairoa School celebrated access and inclusion at the Waverley Park Playground. Waiora School provides educational programs to support students with a moderate to severe intellectual disability, who may also have additional support needs related to autism, physical disabilities and/or sensory disabilities.

The Waverley Park Playground upgrade was informed by Waverley Council's Play Space Strategy, Inclusive Play Space Study and the Waverley Park Plan of Management. Waverley's Disability Inclusion Action Plan (DIAP) details the actions Council will take to improve how people with disability access services and participate in community life.

These actions are informed by feedback from a broad range of people from Waverley, including people with a disability, their families, carers, service providers and advocacy groups.

THEME 2: PLACE

### Planning controls to mitigate future flooding risk in Waverley

In March 2024, Council adopted updated planning controls to ensure that future development reduces risk to property and life during extreme weather events.

These changes respond to the legislative requirements the State Government ntroduced in 2021 and reaffirmed in the recently released NSW Flood Risk Management Manual in 2023. The changes also implement the Waverley LGA Flood Study which was adopted in 2021.

As part of the process, the Waverley LGA Flood Study and proposed planning controls and flood maps were independently reviewed and verified to align with best practice and State Government requirements. Additional comprehensive, rigorous and independent investigations also found that implementing these changes would not negatively impact property prices and insurance premiums.

The Waverley Floodplain Management Committee has been reinstated as part of the next phase. It comprises of community and expert members, who will be consulted on developing of flood mitigation solutions. This will provide a roadmap for further work that Council and the state government will need to undertake to help reduce flood risk.

#### **Net Zero Month of Action**

In March 2024, Council embarked on a Net Zero Month of Action to inspire and empower the community towards achieving our net zero greenhouse gas emissions target by 2035.

Council, in collaboration with neighbouring councils and Member for Wentworth, Allegra Spender, provided education, tools and support to help our community take action to reduce emissions and save money.

A variety of events, workshops and webinars were designed to empower residents, businesses and organisations to take meaningful steps towards saving energy and creating a more sustainable and resilient community.

Council launched its Net Zero Alliance in August 2023 to assist the Council in achieving its community net zero target in partnership with founding members Sydney Roosters, Waverley College, St Catherine's

School, Sydney and the Bondi & Districts Chamber of Commerce.

These partners work with the Council and, as a network, to help make sustainability second nature within their own organisations to benefit Waverley community and Sydney's East.

A key event highlight of the Net Zero Month of Action was the Waverley Net Zero Alliance business breakfast on Friday, 15 March, at the Bondi Pavilion. Speakers included Alexi Boyd from Energy Consumers Australia, Emmanuel Constantinou, President of Bondi and District Chamber of Commerce and former Mayor Paula Masselos.

#### **Curlewis Street Upgrade**

Construction of the Curlewis St Streetscape Upgrade has commenced from Campbell Parade to Old South Head Road.

Work will be carried out in six stages and smaller sub-stages to minimise the impact on residents and businesses. The first stage of construction will be on both sides of Curlewis Street between Glenayr Avenue and Campbell Parade.

Highlights of the project include:

- Separated two-way bike path from Campbell Parade to Wellington Street
- Six new EV charging stations
- Shared paths for people walking and cycling between Wellington Street and Old South Head Road
- Raised pedestrian crossings at Gould and Wellington streets
- 60 new trees to increase tree canopy
- New paving and signage
- New multifunction light poles
- Improved drainage and stormwater systems

This project is one of 87 projects funded across NSW through Transport for NSW's 2023-24 Get NSW Active program, which provides local councils with funding for projects that create safe, easy, and enjoyable walking and bike riding trips.

The design for the upgrade was informed by two rounds of community consultation conducted in 2022 and feedback received last year about the project's Review of Environmental Factors.

THEME 2: PLACE

### Social and Affordable Housing Fund and Advocacy

The Voluntary Planning Agreement Policy was presented to the Council at its meeting in June 2024 to place the document on public exhibition. The Affordable Housing Contribution Scheme Planning Proposal was subsequently gazetted in August 2024 and will impose a condition on DAs requiring a 1% contribution of the gross floor area of the residential component of the development to Council's affordable housing fund.

The Affordable Housing Contributions Policy and Planning Proposal were presented to the Council at its meeting in March 2024 for adoption.

#### **Second Nature Program**

The second nature program delivered more than 40 separate environmental education events, including Summerama, National Tree Day, Net Zero Alliance, and sustainability webinars, with more than 1,650 people participating.

#### **Building Futures Program**

Four of the five buildings in the 2023-24 Building Futures Program progressed to opt for energy efficiency. A monitoring and evaluation report for the Round 4 cohort indicated that the average building reduced common area electricity consumption by 26.4%.

#### **Response to illegal Building Complaints**

Of the total 347 illegal building complaints received, nine were asbestos related, 65 were about the condition of the existing building, 64 were complaints about construction hours of operations, 35 were about illegal use and 155 were about illegal work. A total of 285 cases were completed, and the remainder are under investigation.

#### **Food Safety Inspections**

Three hundred sixty-five routine food inspections were conducted. 100% of all high and medium-risk food premises were inspected this financial year.

### Climate Change Adaptation and Resilience Framework

The delivery of the Urban Greening and Cooling Strategy, a key component of Waverley's Resilience Framework, involved engaging staff and the community, including a Councillor workshop, three internal staff working group meetings, and workshop with the Sustainability Expert Advisory Panel. A community web dashboard has been established to assist with tracking the implementation of the Strategy.

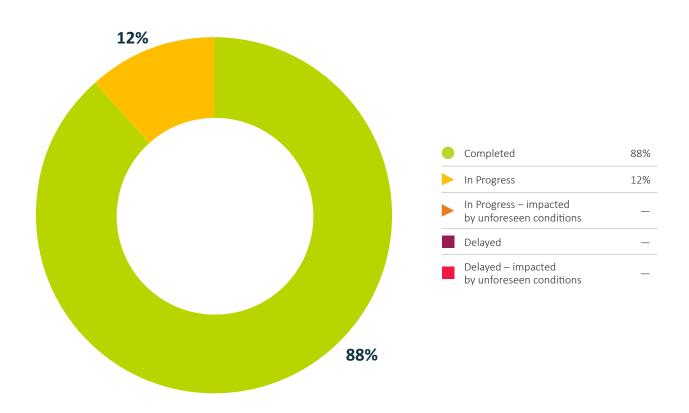
#### **Living Connections Program**

There were 75 new participants in the Living Connections Program in 2023-24, bringing the number of Living Connections gardens planted to 397.

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■ THEME 2: PLACE

# Place: Progress Summary



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# **Theme 3: Performance**

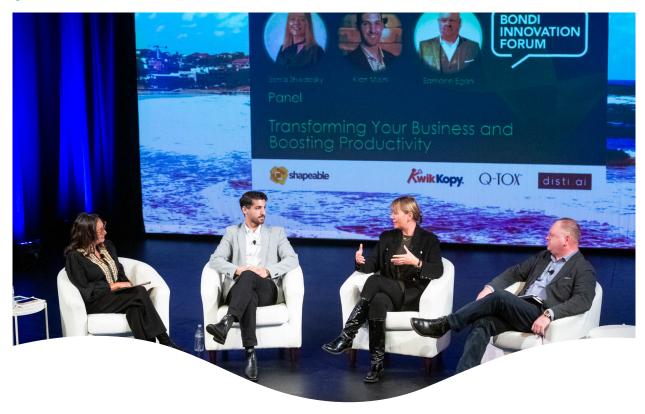
Our Performance theme focuses on Waverley being a well governed, transparent and financially sustainable organisation We will continue to make Waverley an ethical Council that delivers efficient services to the community, on a basis of strong financial sustainability and accountability. Councillors represent 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.

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THEME 3: PERFORMANCE

Bondi Innovation Forum 2024



### Performance: Key Highlights

#### **Bondi Innovation Forum 2024**

In May 2024, the Bondi Innovation Forum was held at Bondi Pavilion. The transformative impact of artificial intelligence (AI) on business was the theme of this year's Business Forum.

Nine speakers delved into the revolutionary world of Al and unpacked its complexities, providing real-world experiences, practical tips, and firsthand insights to help unlock its full potential.

Council organises the Bondi Innovation Forum in partnership with Bondi Innovation and Bondi & Districts Chamber of Commerce.

For those who cannot attend the event in person, the forum was live streamed from the Bondi Pavilion Theatre.



Bondi Innovation Forum 2024

#### This year's speakers were:

Sophie Renton	Social researcher, trends analyst and managing director at McCrindle	
Iain McDonald	From startup 8seats which launched this year	
Kristen Migliorini	Founder and CEO of technology startup Komplyai	
Adrian Falk	From Believe Advertising & PR	
Emma Lo Russo	CEO OF Digivizer, Australia's global digital marketing technology and activations company	
Ben Fitzpatrick	Chief Strategy Officer at independent digital growth consultancy Webprofits	
Kian Moini	Founder of Q-Tox	
Sonia Shwabsky	CEO, Kwik Kopy Australia	
Eamonn Egan	The visionary behind the disti.Ai platform	

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THEME 3: PERFORMANCE

#### **Library Collection and Development**

The Library Collection Development Plan was reviewed and updated. The physical library collection was assessed, and a weeding schedule was introduced to maintain a fresh and relevant collection. New collections were introduced, including console games, multicultural magazines and Junior and Young Adult magazines. The eBook and magazine collections were also increased due to growing popularity.

A Library Membership Plan was developed to promote Library services and increase engagement. Membership grew by 12% during the 2023-24 period to a total of 23,512 active members resulting in increased visitation (30% increase) and loans (11% increase).

#### **Governance Framework**

Several actions in the Governance Framework were completed, including:

- Implementation of the Legislative Compliance Framework
- Roll-out of Council's new organisational values
- · Review of Council's strategic risks
- Improved reporting on significant complaints, investigations and referrals and their recommendations
- Adoption of new terms of reference for the Audit,
   Risk and Improvement Committee
- Adoption of a new Internal Audit Charter.

#### **Precinct Engagement**

Precincts continued to be engaged on strategic issues such as the Bondi Park Upgrade, the Waverley Walking Strategy, Curlewis Street Upgrade, Gould Street Improvements, Sir Thomas Mitchell Reserve Playground Upgrade, Flood Risk Management Study and Plans, South Head Cemetery Plan of Management (POM) and our Road Infrastructure Renewal Program. From January – June 2024, 30 Precinct meetings and 1 Combined Precincts meeting were held.

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.

#### **Health and Safety Programs**

A range of health and safety programs were implemented, including audiometric testing to protect employees' hearing health, especially in high-noise environments. Reinforced drug and alcohol policies promoted safety and responsibility. Skin checks were offered for early skin cancer detection, highlighting our commitment to preventive care. Yoga sessions continued to enhance physical fitness and mental wellbeing. The Uprise EAP was expanded to offer comprehensive support services, promoting mental health and providing resources for personal and professional challenges.

#### **Future Leaders Program**

Twenty -hree participants completed the Future Leaders Program in October 2023, and the New Future Leadership cohort, comprising 15 employees across Council commenced the program in May 2024. All senior leaders, including Directors and Executive Managers, participated in a senior leadership program in 2023-24

■ THEME 3: PERFORMANCE

#### **Customer Experience Strategy**

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

The first phase of service level agreements for service requests were completed. The review informed a full Customer Relationship Management (CRM) System review including service level agreements and CRM categories in line with Council's ICT modernisation program and new CRM system.

Council has produced live dashboards of key performance indicators via Microsoft Power BI. These include request volumes, complaints assigned to departments, their SLA performance and general volumes of complaints. The Leadership Team has been assigned access to monitor complaints statistics to ensure these are handled promptly

The Customer Experience Transformation Project addresses the content on the Waverley Council website. This project ensures Council service information is made accessible, relevant and easy to navigate and understand. Council focused on increasing transparency of Have Your Say projects by making engagements readily available on social channels, Council's main newsletter and several Council managed websites. Council also distributed Waverley news magazines to each household across the LGA, three times a year, which additionally highlights how community members can provide feedback on major works and open consultations.

#### **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 vacancy trends 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.

# **Occupancy Audit Summary**

The following information is a summary of information for all of Waverley as of February 2024.

#### **Occupancy rates**

COMMERCIAL CENTRE	OCCUPANCY % AUGUST 2022	OCCUPANCY % FEBRUARY 2023	OCCUPANCY % OCTOBER 2023	OCCUPANCY % FEBRUARY 2024
Charing Cross	95.3	95.1	95.1	96.1 个
Macpherson Street	94.0	94.3	90.7	89.5 ↓
Bondi Road	92.3	89.4	90.7	94.3 ↑
Bronte Beach	100	100	100	100
Rose Bay	90.0	92.0	88.8	89.8 ↑
Bondi Junction	89.7	87.6	86.2	88.7 ↑
Bondi Beach	91.4	88.4 ↓	91.7	90.5 ↓
Waverley (average)	91.1	89.4 个	89.7	90.8 个

The Occupancy rate exclude properties that are for lease, empty and premises that are awaiting development application(DA) approval.

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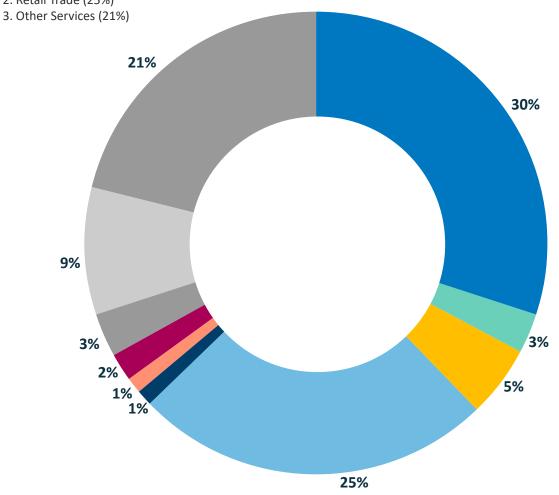
# **Summary of Commercial Centres**

## **Industry mix**

#### **Top 3 Industries**

1. Accommodation and Food Services (30%)





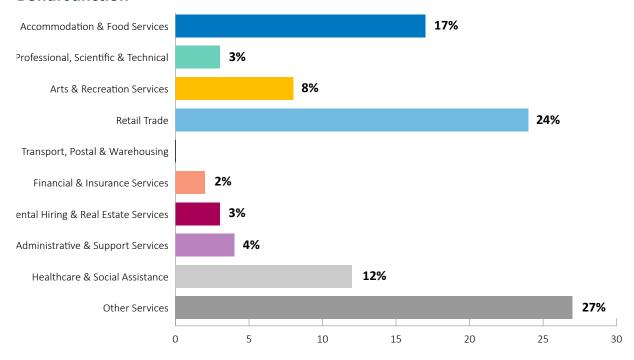
Accommodation & Food Services	30%
Professional, Scientific & Technical	3%
Arts & Recreation Services	5%
Retail Trade	25%
Transport, Postal & Warehousing	1%

Financial & Insurance Services	1%
Rental Hiring & Real Estate Services	2%
Administrative & Support Services	3%
Healthcare & Social Assistance	9%
Other Services	21%

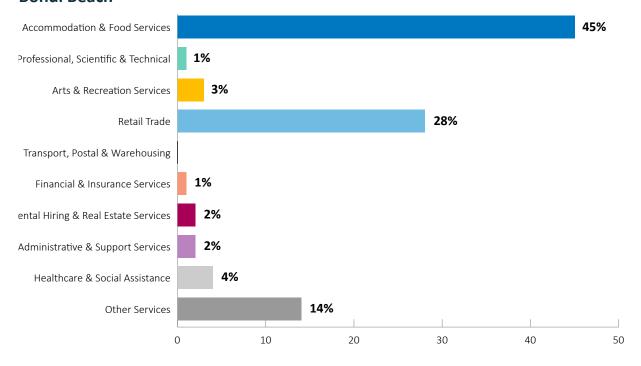
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## **Tenancy mix**

#### **Bondi Junction**



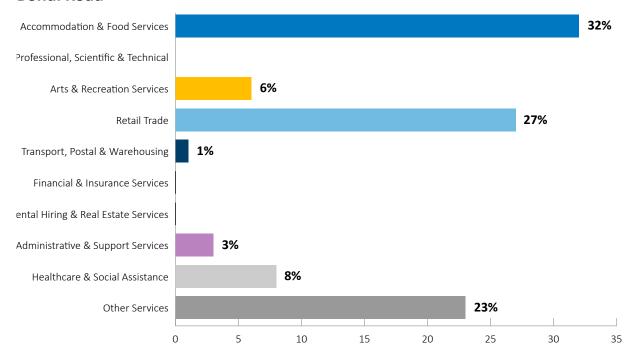
#### **Bondi Beach**



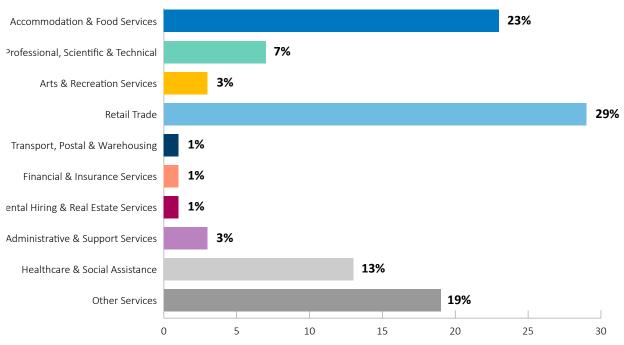
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## **Tenancy mix**

#### **Bondi Road**



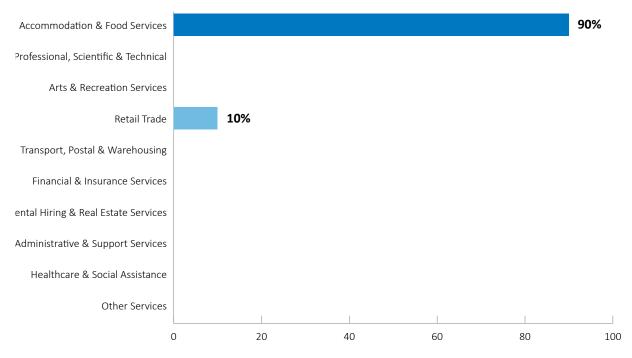
#### **Charing Cross**



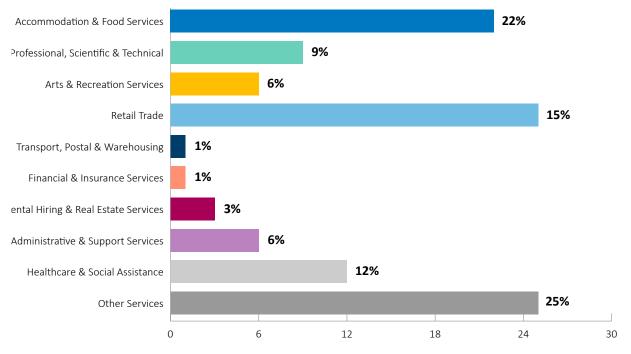
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## **Tenancy mix**

#### **Bronte Beach**



#### **Rose Bay**



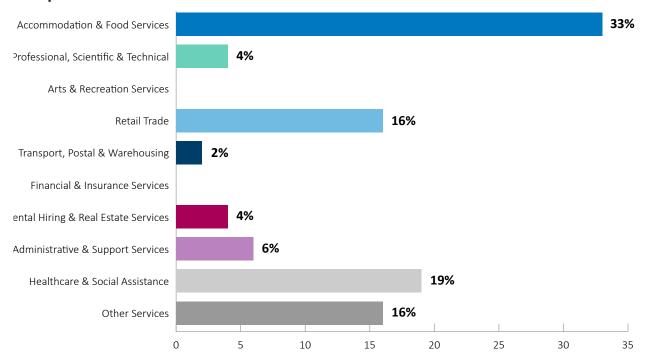
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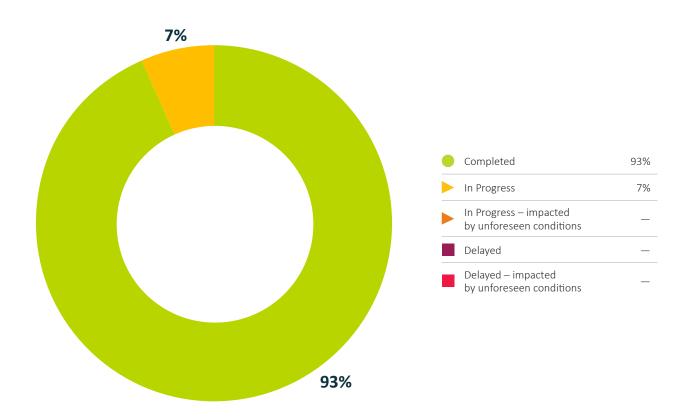
## **Tenancy mix**

#### **Macpherson Street**



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# Performance: Progress Summary

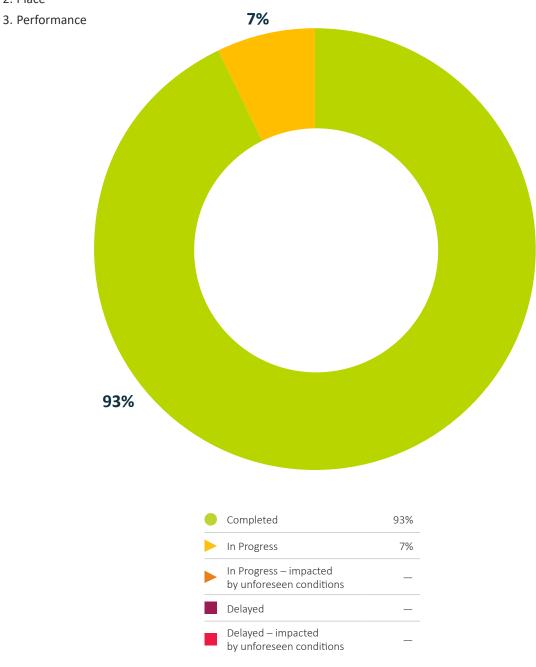


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## **Overall Performance**

# Progress summary of all three themes:

- 1. People
- 2. Place



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# Part 2

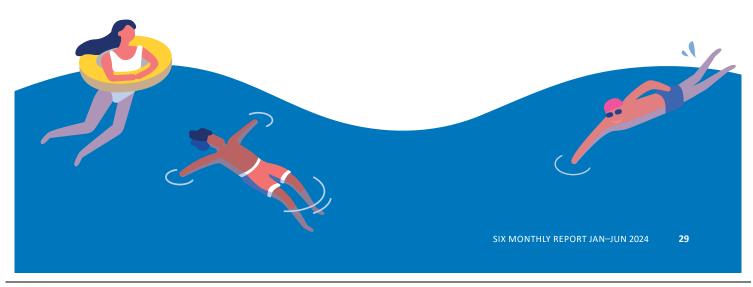
Detailed progress against Operational Plan

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# **Progress status**

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

STATUS		DEFINITION		
	Completed	End to end delivery of the activity is completed		
<b>&gt;</b>	In Progress	Implementation of the activity has commenced		
	In Progress – impacted by unforeseen conditions	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		
	Delayed	Activity is placed on hold or deferred to commence at a later stage due to operational reasons/decisions		
	Delayed/on hold – impacted by unforeseen conditions	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		



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# 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.

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# 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

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# People: strategies

### How will we achieve our focus?



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

#### **OUR STRATEGIES**

1.1.1. Create more visibility of and opportunities to share and learn about **Aboriginal and Torres Strait Islander Cultures** 









#### FOUR YEAR ACTIONS

Implement the Waverley Reconciliation Action Plan

#### ANNUAL ACTIVITY

Review our Reconciliation Action Plan (RAP) in collaboration with Reconciliation Australia, Council's **RAP Advisory** Committee and working group, and other relevant stakeholders

#### PROGRESS COMMENTS STATUS

Council completed the Reconciliation Action Plan review. The RAP Advisory committee recommended that the development of a new RAP is delayed, with the Aboriginal Heritage Study being a priority

Implement community education campaign for the Voice to Parliament



Walking Together training and referendum BBQ were held between June and October 2023

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community









#### **FOUR YEAR ACTIONS**

Implement Council's 2022-2026 Disability Inclusion Action Plan (DIAP)

#### ANNUAL ACTIVITY

Determine and implement DIAP priority actions in consultation with Access and Inclusion Panel

#### STATUS PROGRESS COMMENTS



Walking and Mobility Project Control Group was established to progress walking strategy and mobility maps.

Coastal Recreation Consumer Information is in progress. Council participated in the Coastal Reserves Project Control Group and access audits. Council also provided inputs into easy to read consumer planning

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



Flexible support has been integrated into programming including support for people with lived experience of disability to codesign inclusive employment and awareness strategies. Participants and families provided feedback and following consultation, the service exited NDIS

1.2.2. Promote the benefits of Waverley's cultural diversity in support of a strong and cohesive community







Implement the Waverley Cultural Diversity Strategy 2021-2031

Develop and deliver Stage 2 anti racism strategy implementation based on 2022 outcomes



A refugee artist who worked on the Bondi Seawall artwork was supported to write and illustrate a story on her experience as a refugee. The story was shared at the Council Early Education Centres and the Library during storytime activities. Council was successful in securing a grant for Cultural Waves targeting 14-18 year olds to commence in 2024-25. An author talk with Simon Tedeschi and International Friends activity were held

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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#### 1.2 continued...

#### **OUR STRATEGIES**

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









#### FOUR YEAR ACTIONS

Maintain and build partnerships and capacity with local services

#### ANNUAL ACTIVITY

Facilitate a series of sector specific workshops on community trends & issues to connect with services, strengthen capacity and coordinate service planning

#### STATUS PROGRESS COMMENTS



Transition to high school services networking breakfast was organised, and 82 people attended. Storytime at Playgroup session engaged 23 out of 38 parents with children aged 0-2 to their first playgroup session and opportunity for a continued babies playgroup for new parents. Eastern Suburbs Aging and Disability Interagency was convened three times to support the delivery of aged and disability services in the region. Focus on Commonwealth Reforms, Dying to Know Film Screening and two death cafes were held in partnership with SES Health District, PHU and Randwick Council to further improve death literacy and plan for end-of-life

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



Foster a caring, well connected and cohesive community and cohesive community

#### **OUR STRATEGIES**

1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing









#### FOUR YEAR ACTIONS

Create innovative online and face to face opportunities to build connections through activities, grants and space activation

#### ANNUAL ACTIVITY

Investigate social cohesion grant opportunities and diversify and expand Waverley's volunteer demographic through innovative volunteer opportunities and new connections

#### **PROGRESS COMMENTS** STATUS



Funding was secured for 2024-25 to continue the pilot and increase the scope and scale of the cemetery gardening project. Local Heroes Best of the Best Awards plaque unveiling took place on the Bondi Promenade in May 2024.

Volunteers contributed to a range of events including Global Table and the Dawn Reflection in January 2024. The annual Volunteer Week celebrations were held in May, with Ronni Kahn as guest speaker and around 70 attendees

Continue to build on the success of intergenerational programs to create and maintain connections across age groups and address social isolation



Council entered into a research agreement with the George Institute to test and report on the benefits of intergenerational programs. Council will continue to support sessions bringing together older people and preschoolers in the next year

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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

#### **OUR STRATEGIES**

1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people



#### FOUR YEAR ACTIONS

Actively engage and integrate the voices of young people in planning and design

#### ANNUAL ACTIVITY

Continue to develop and expand Young People pilot with a focus on music performances and recreation

#### STATUS

#### PROGRESS COMMENTS



During Youth Week, the Bondi Beach Bash was held with five local bands and two DJs playing for 200 guests, two Bondi Beats sessions were organised and the Waves Music Festival was organised

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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1.5

Promote and encourage art, culture and creative expression and participation

#### **OUR STRATEGIES**

# 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

#### 791

#### FOUR YEAR ACTIONS

Implement the Waverley Arts and Culture Plan 2021–2026

#### ANNUAL ACTIVITY

Undertake small grants review and propose improvements for supporting arts and culture projects

#### STATUS P

#### PROGRESS COMMENTS

Small Grants Program supported nine programs including Hey Kunanyi Music Evening, Clofest, Bondi Beats Workshop, Head on Portrait Awards at Bondi Pavilion Art Gallery, Spindrift exhibition development and Making Art in a Warming World. The Small Grants Program Assessment Guide and Score Card were reviewed and

implemented

Leverage Bondi Pavilion, Boot Factory and annual event program reinvigoration to establish new partnerships and sponsorships



Partnerships were established with Sydney Festival, Craft Music, Neil Gooding Productions, Poetica, Legs on the Wall, and Audioplay to deliver and leverage new events at the Bondi Pavilion. Talks and Ideas new and renewed partnerships were entered into with Gertrude and Alice Bookshop and Tracks Magazine

Leverage artists in residence program to develop opportunities for interactive programming with the artists and the community



Four Local Creative Collaboration projects were delivered, including a public visual arts exhibition, a performing arts creative development, one visual arts development and engagement project, and three artist question and answer sessions. Seven new artists moved into the Waverley Artist Studios and participated in two public exhibitions- Beauty Runs the Gauntlet and Power the Future is Here which had 9.528 and 4,060 visitors respectively. Four current and former WAS residents participated in three artist talk events, four workshops (Summerama, cape making and Bronte House Plein Air) and judging of the Waverley Art Prize and the Waverley Youth Art Prize

STATUS: Completed In progress In progress - impacted by unforseen conditions

Delayed Delayed/on hold - impacted by unforeseen conditions

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#### 1.5 continued...

#### **OUR STRATEGIES**

1.5.1. Provide a network of affordable, fit-forpurpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation

#### FOUR YEAR ACTIONS

Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met

#### ANNUAL ACTIVITY

Continue to promote Bondi Pavilion to increase awareness and utilisation through targeted promotional activity and leveraging new and existing partnerships

#### STATUS PROGRESS COMMENTS



Awareness and utilisation of the Pavilion continued to grow with 10,000 venue hire enquiries resulting in more than 3,000 booked sessions over 12 months. In addition to Councilrun programs, activity included regular community hirers, large scale annual events and a range of casual hirers utilising the venue for health and fitness sessions, private functions, meetings, conferences, theatre and music performances, talks, workshops, corporate events and festivals

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STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 1.5 continued...

#### **OUR STRATEGIES**

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





#### **FOUR YEAR ACTIONS**

Implement a rich and diverse program of cultural activities across a range of creative and performing arts forms

#### ANNUAL ACTIVITY

Implement an annual program of existing, new and innovative arts and culture activities

#### STATUS PROGRESS COMMENTS



Arts and Culture programs delivered include Bondi Pavilion Art Gallery exhibition program, Bondi Pavilion performing arts program, Waverley Library exhibition program, artist talks, Talks and Ideas author talks, Classic Hits monthly music concerts, WAVE Youth Music workshop program, and Nib Literary Award.

Highlights in Bondi Pavilion performing arts program include The Listies Make Some Noise (Sydney Festival), How the Birds Got their Colours and The Seagulls at Bondi Beach (Sydney Festival), Earth, Sea and Sky (Sydney Festival), Bangers and Mash (Mardi Gras Festival), BLUE – The Songs of Joni Mitchell, Elixir featuring Katie Noonan, National Theatre Live film screenings, school holiday workshop programs, Blackbird By Poetica, Don Juan theatre performance, Greener Futures panel discussion, Dear Diary theatre show, Courtyard Music activations.

Highlights in the Talks and Ideas program include Bri Lee – The Work, Jonathan Seidler – All the Beautiful Things You Love. Pauline Menczer – Surf Like a Woman and International Women's Day Award

Explore and identify sponsorship opportunities for ongoing events



New partnerships were established and existing were renewed for Bondi Festival. These include partnerships with NSW Government, The Blue Hotel Bondi, Hours After, Native Drops, and Badlambs Barbershop. Council received \$150,000 from NSW Transport for Streets as Shared Spaces. Research was conducted on pathways to charitable donation partnership and philanthropy for Bondi Pavilion key cultural activities

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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#### 1.5 continued...

#### OUR STRATEGIES

1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector



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#### **FOUR YEAR ACTIONS**

Grow community and event capacity to expand cultural and creative sector profile and impact

#### ANNUAL ACTIVITY

Establish partnerships with local businesses, organisations and individuals to enhance programs including for Bondi Festival and Boot Factory

#### STATUS PROGRESS COMMENTS



Partnerships with local, NSW and national, small to medium performing arts companies were initiated including Neil Gooding Productions, Poetica, Legs on the Wall, and Audioplay. Partnership also commenced with Craft Music to join music touring circuit for leading Australian artists.

New engagements were established with several Bondi local businesses for Gould Street Street Party including Chuck Trailers, Wayside Op-Shop, Bondi Wash, Bondi Active, Between the Flags, Antisystem Barbershop, Curly Lewis, Bondi Beer, and Bondi Bathers.

Additional partnerships were facilitated via ongoing relationship with Bondi and Districts Chamber of Commerce, including with Let's Go Surfing, Robb Report (Kanebridge Media), Bondi Boulangerie, Century 21 Armstrong-Smith, Bondi Dental, Masala Theory, Ikaria, Local Pegs, Business Tax and Money House

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions

Delayed Delayed/on hold - impacted by unforeseen conditions

#### 1.5 continued...

#### **OUR STRATEGIES**

1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction



#### **FOUR YEAR ACTIONS**

Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion

#### ANNUAL ACTIVITY

Deliver improved creative library programs to suit the needs of the community

#### STATUS PROGRESS COMMENTS



The Library organised 365 programs that engaged 9,820 members of the community (1,800 adults, 8,020 children). This included 40 summer and autumn school holiday programs (850 participants), 190 emergent literacy programs (6,800 participants) and three outreach sessions to local playgroups and kindergartens (150 participants).

Special event sessions for Refugee Week and World Ocean Day were attended by more than 200 participants, and new multicultural workshops were added to the program.

The Seniors Festival, author talks, digital know-how talks, craft programs, seminars, one-on-one tech help, book and film clubs continued to be well attended. The Family History Digitisation Station remained popular with 176 community members using the service

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



Library staff completed training across a range of areas: Customer Service online training (6 staff), Resolving Conflict (2 staff), Keeping Children Safe (2 staff), Gale databases webinar (3 staff), Cyber Security (1 staff), Customer Experience faceto-face training (26 staff), PID & Disability Awareness (28 staff), Future Leaders (3 staff) and MagiQ (2 staff). Staff also attended two professional conferences and seminars: ALIA Conference in May (1 staff) and Reader Advisory seminar at the State Library NSW (5 staff)

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions

Delayed Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

#### 1.6.1. Connect with service providers and community groups to drive community wellbeing outcomes





#### FOUR YEAR ACTIONS

Partner with service providers and community groups to share data and resources, address emerging community needs, and adapt to local challenges

#### ANNUAL ACTIVITY

Deliver a targeted grants programs and other events

#### STATUS PROGRESS COMMENTS

**Annual Community Services** Grants Round was completed in June 2024 and two Small Grants rounds were completed in October 2023 and May 2024

1.6.2. Deliver highquality, affordable services that support community connection and promote independence. health and wellbeing







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 which highlights the need for action in early education and care. A partnership agreement was negotiated between Family Day Care and 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 Independent Pricing and Regulatory Tribunal, 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



Despite the delay in the reopening of the Mill Hill Community Centre, Council has delivered a wide array of programming for Seniors including the relocated Seniors Centre program to the Library, our Seniors Table Tennis at the Margaret Whitlam Recreation Centre, Tai Chi in the Pavilion and various activities that target a predominatly seniors audience such as Sunshine Singers and the Mayor's High Tea at the Pavilion, and various Library programming including Killer Podcrafts

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### ANNUAL ACTIVITY

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

#### STATUS

#### **PROGRESS COMMENTS**

Council continued to deliver targeted support through the provision of social and affordable housing. Tender for housing management was completed, and the report on options for growth was presented to the Council in

June 2024

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

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

Monthly meetings were held with Eastern Suburbs Homeless Assertive- outreach Collaborative (ESHAC). 2024 street count was completed in February 2024. Fourteen persons were counted, which is consistent with the previous years. Council is assisting seven boarding house residents to relocate through work with specialist services

Explore new approaches including partnerships to increase provision of affordable housing

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

Council reviewed opportunities with Woollahra and Randwick Councils. Waverley will present the Affordable Housing Delivery Options paper along with strategic property priorities to the Council in 2024-25

Provide an annual programs report on implementation and outcomes



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

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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#### 1.7 continued...

#### **OUR STRATEGIES**

#### 1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible







#### **FOUR YEAR ACTIONS**

Implement planning controls that increase diversity of housing

#### ANNUAL ACTIVITY

Consider and investigate how best to reduce and limit the loss of dwelling density in existing residential flat buildings redevelopment

#### STATUS PROGRESS COMMENTS



Council approved a Planning Proposal to amend the Local Environmental Plan in March 2024. The Planning Proposal will be exhibited in July and presented to Council in the second quarter of 2024-25

Prepare principles for assessing proponentinitiated requests for Planning Proposals, including out-ofsequence criteria for growth not identified in the Local Housing Strategy 2020-2036, or for urban renewal opportunities



The NSW Department of Planning released the Planning Proposal Guidelines. This document sets out how councils must assess planning proposals.

planning.nsw.gov.au/sites/ default/files/2023-03/lepmaking-guideline.pdf

#### 1.7.3. Grow the provision of social and affordable housing









Implement Planning Agreement Policy 2014 to contribute to Waverley Affordable Housing Fund

Assess planning proposals in line with the Planning Agreement Policy



All planning proposals were assessed in line with the Planning Agreement Policy. The latest iteration of the Voluntary Planning Agreement Policy was presented to the Council at its meeting in June 2024 to place the document on public exhibition

Advocate with Department of Planning and Environment (DPE) to improve affordable housing

Prepare Affordable Housing Feasibility report to support Gateway for Affordable Housing Contribution Scheme Planning Proposal



The Affordable Housing Contributions Policy and Planning Proposal were presented to the Council at its meeting in March 2024 for adoption

1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport









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



The NSW Government Low and Mid Rise reforms may upzone large areas of the LGA. Council made a submission on the low and mid-rise reforms which will override our Housing Strategy

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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

#### **OUR STRATEGIES**

1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues







#### **FOUR YEAR ACTIONS**

Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour

#### ANNUAL ACTIVITY

Continue to work in partnership with local services to facilitate, support and advocate for proactive health and safety strategies

#### STATUS PROGRESS COMMENTS



Council coordinated local services in response to the Bondi Junction tragedy. Two local service network meetings were coordinated. Council also collaborated with SESLHD and Scentre Group to ensure adequate resources were available to the community members and impacted individuals, and worked with the Red Cross Disaster Recovery Service and Disaster Chaplains Network to provide additional resources as required

Implement elearning child safe strategy



Children's Online Resilience and Safety Parent Seminar was held in February 2024, with 25 participants

Partner with NSW Police and increase late night joint trading operations to patrol and target anti-social behaviour and noise related issues



Joint inspections were carried out with Police on residential noise issues and antisocial behaviour. Further work was carried out with late traders in partnership with licensing police

Review organisational approaches to community safety activities



Following a review of our 2022-23 program of safety activities, Council completed an annual community safety program over the summer period in 2023-24. The program included additional rangers over the busy summer period, additional lifeguard services on public holidays and school holidays, a user pays police program, additional waste and cleansing services in our coastal parks and reserves, and a water safety campaign. An evaluation of the 2023-24 program was undertaken and reported to the Executive team for consideration in 2024

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 1.8 continued...

#### **OUR STRATEGIES**

1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues







#### FOUR YEAR ACTIONS

Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour

#### ANNUAL ACTIVITY

Undertake daily and weekend patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches

#### STATUS PROGRESS COMMENTS



Regular daily and weekend beach patrols were undertaken to monitor and report antisocial behaviour and to enforce alcohol free zones and alcohol prohibited zones. 54 public behaviour related complaints were received and addressed during the reporting period

Undertake inspections to regulate food handling, sewerage, excessive noise and other issues



365 routine food inspections were conducted. 100% of all high and medium risk food premises were inspected this financial year

Partner with liquor licensing authority to promote compliance with noise control guidelines



Collaborative work has been carried out regarding licensed premises particularly relating to venues that provide live entertainment

Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots



Daily patrols of on-leash areas continued during the reporting period indicating 75% of patrols did not find any compliance issue. A total of 182 animal control related complaints were received in the last six months with 36 reports of dog attacks, seven on dogs in prohibited places, 25 on dogs unleashed and 55 relating to barking dogs

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 1.8 continued...

#### **OUR STRATEGIES**

1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses







#### FOUR YEAR ACTIONS

Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations

#### ANNUAL ACTIVITY

Progress and implement resilience measures to strengthen Waverley's capacity to adapt and thrive through uncertainties

#### STATUS

#### PROGRESS COMMENTS



The Coastal Management Plan progressed through the completion of an amended Waverley Scoping Study

Deliver the Second Nature program to embed sustainability in the community



The second nature program delivered over 40 separate environmental education events, including Summerama, National Tree Day, Net Zero Alliance, and sustainability webinars, with more than 1,650 people participating

1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management









Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group

Deliver beach safety management services and education programs



Float to Survive beach/water safety educational program was implemented throughout the summer season in 2023-24

Participate in regular meetings with external stakeholders on coastal safety management issues



Minister for Emergency Services and the Emergency Management Branch of the NSW Premiers Department held the NSW Water Safety Roundtable discussion in March 2024. Council attended two Coastal Safety Group meetings following this discussion

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

# **Outcome measures**

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	85% positive community and stakeholder feedback	90% "excellent", 10% "good"
Number of partnerships to facilitate growth for our cultural and creative sector	12 event and program partnerships (2021)	15	19
Number of cultural grants supported by Council	4 (2021-22)	8	6
Number of creative personnel supported by Council	30 (2021-22)	60	319
Creative organisations supported in creative spaces	10 (2021-22)	15	16
Number of engagements with local creatives/local content	7 (2021-22)	10	12
Bondi Pavilion utilisation rates (all hirers)	33% (calculated on activity October 2022- June 2023)	7% increase in bookings	39%
Number of activities that promote community connection organised	25 (2021)	25	50
Participant satisfaction rating with capacity building workshops	80% (2020)	Maintain satisfaction at 80%	Maintained - 95% Seniors Centre / 93 % WCLP, 95% satisfactic ESYSN meetings and network coordination 100% participant satisfaction Bondi Beach Bash
Community services quality accreditation rating	Met accreditation and quality rating (2021- 22)	Meet accreditation and quality rating	Maintained
Tenant and community satisfaction with social and affordable housing delivery	78% (2021)	Maintain	84%
Maintain or grow number of affordable and diverse housing	24 (2022)	24	Retained
Participant satisfaction rating with effective parenting programs	80% (2022)	Maintain satisfaction at 80%	Maintained - 85% satisfaction parent seminar
Number of places for 0-2 year old children maintained in Council operated early education and care services	47 (2023)	Maintain or Increase	Maintained
Number of beach safety talks	2 beach safety talks completed (2021)	6 beach safety talks	0

SIX MONTHLY REPORT JAN-JUN 2024



# 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.

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# **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

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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

SIX MONTHLY REPORT JAN-JUN 2024









## Place: strategies

## How will we achieve our focus?



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

#### **OUR STRATEGIES**

2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure









#### FOUR YEAR ACTIONS

Implement initiatives that increase uptake of green energy, and improve environmental performance

#### ANNUAL ACTIVITY

Deliver Building Futures and residential dwelling program

#### STATUS PROGRESS COMMENTS

Four of the five buildings engaged in the 2023-24 Building Futures Program progressed to opt for energy efficiency. A monitoring and evaluation report was prepared for Round 4 cohort which indicated that the average building reduced common area electricity consumption by 26.4%

Promote the uptake of renewable energy in the community



Council has promoted the use of GreenPower. Council is also working with the Regional Environment Program to identify and support nonresidential users to participate in bulk buying for a renewable electricity Power Purchase Agreement

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

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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Rapidly reduce Council's greenhouse gas emissions

#### **OUR STRATEGIES**

2.2.1. Increase Council's energy efficiency, uptake of renewable energy and reduce carbon









#### FOUR YEAR ACTIONS

Demonstrate leadership in green energy generation, consumption and energy saving programs

#### ANNUAL ACTIVITY

Purchase 100% renewable energy in the Council electricity contract and install solar on Council assets

#### STATUS

#### PROGRESS COMMENTS

Council purchases 100% renewable electricity for Council sites through Zen Energy

Upgrade and improve street lighting performance



63% of Ausgrid owned streetlighting that Council pays for has been converted to LED with the program now focusing on upgrading or changing the higher wattage main road lighting

Electrify existing gas appliances in Council assets



Waverley Library gas hot water has been replaced with electric and decommissioned

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



Prepare and adapt to the impacts of climate change

#### **OUR STRATEGIES**

2.3.1. Deliver the **Climate Change** Adaptation and **Resilience Framework** 









#### FOUR YEAR ACTIONS

Implement the Climate Change Risk Adaptation and Resilience Framework

#### ANNUAL ACTIVITY

Engage and educate staff and community on local climate risks and responses

#### STATUS

#### PROGRESS COMMENTS



The delivery of the Urban Greening and Cooling Strategy, a key component of Waverley's Resilience Framework, involved engaging staff and the community including a Councillor workshop, three internal staff working group meetings, and workshop with the Sustainability Expert Advisory Panel. A community web dashboard has been established to assist Strategy implementation tracking

Progress the Coastal Management Program



The Coastal Management Plan progressed through the completion of an amended Waverley Scoping Study

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

#### 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

#### FOUR YEAR ACTIONS

Deliver the **Biodiversity Action** Plan - Remnant Sites

#### ANNUAL ACTIVITY

Engage bush regeneration contractors to implement the **Biodiversity Action** Plan - Remnant sites

#### STATUS

#### PROGRESS COMMENTS

Bush regeneration contractors were engaged to implement the Biodiversity Action Planremnant sites







2.4.2. Protect the threatened species plan Acacia terminalis (subs Eastern suburbs) and **Eastern Suburbs Banksia Scrub Endangered Ecological Community** 

**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 were engaged at Loombah Cliffs and York Road







2.4.3. Improve biodiversity across the Waverley LGA









Improve native habitat in habitat corridors and adiacent to remnant Deliver the Living Connections program

There were 75 new participants in the Living Connections Program in 2023-24 bringing the number of Living Connections gardens planted to 397

Continue to implement the restoration of Bronte Gully, Tamarama **Gully and Thomas** Hogan Reserve

Bush regeneration contractors were engaged at Bronte Gully, Tamarama Gully and Thomas Hogan Reserve. Additional large planting zone has been completed at Bronte Gully in autumn 2024

2.4.4. Increase the quantity of trees and plants in public and private spaces, parks and streets to achieve Waverley's canopy targets









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 Significant Tree Register review project was completed. Significant trees were documented in a new register to be released in 2024-25

Council planted 529 trees in the last financial year. 135 trees were planted in the last six months

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



Conserve water use and improve water quality

#### **OUR STRATEGIES**

#### 2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture









#### FOUR YEAR ACTIONS

Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects

#### ANNUAL ACTIVITY

Maintain and optimise recycled water use at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park

#### STATUS PROGRESS COMMENTS

All sites were operational in Q3 and Q4. Bronte Gully offtake structure upgrade was undertaken

#### 2.5.2. Improve water efficiency of new and existing buildings









Engage the community to promote water savings devices and practices

Deliver WaterFix project (Strata, Commercial and Small Business) in partnership with Sydney Water

Sydney Water delivered this project with Council support. WaterFix has been undertaken at a number of Council properties in Waverley

#### 2.5.3. Reduce or minimise the pollutants entering into waterways







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 design infrastructure

Scheduled work on Curlewis Street between Campbell Parade and Glenayr Avenue is in progress. Further upgrades are scheduled in 2024-25

Scheduled maintenance works were completed in Q4

sensitive urban in Bondi Junction

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



2.6

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

#### **OUR STRATEGIES**

2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues



#### **FOUR YEAR ACTIONS**

Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies

#### ANNUAL ACTIVITY

Consult on and implement new Community Engagement Policy and Strategy to increase community engagement, awareness and participation in the planning process

#### STATUS PROGRESS COMMENTS

Four Have Your Say popups across the LGA (one in each ward) were hosted as devised In the Community Engagement Strategy adopted in August 2023. Particular methods of engagement were integrated to develop holistic and conclusive outcomes. Relevant engagement periods are met for all consultations as stipulated within the

engagement matrix

Establish the Community Planning Advocate role



The Community Planning Advocate role has been established in May 2023 and the position has continued to operate in accordance with the workplan

Undertake a baseline survey of the community experience of overdevelopment



The Living in Waverley survey was completed and the service provider id Informed Decisions, provided the results to Council in early 2024

Undertake community education on strategic planning process relevant to the Waverley LGA



Respondents to the Living in Waverley survey indicated that they wanted to see more online resources from Council on the NSW Planning System. In response Council has completed stage 1 of the education campaign including the development of: a series of Fequently Asked Questions (FAQs) covering the Local Environmental Plan (LEP) & the Development Control Plan (DCP), and submission writing (inclusive of a submission template); Fact Sheets and a guide on using the Development Application (DA) tracker. Additionally a series of three planning videos covering general information on the NSW Planning System, the DA process and exempt and complying development are in the final stages of production

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions

Delayed Delayed/on hold - impacted by unforeseen conditions

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#### 2.6 continued...

#### **OUR STRATEGIES**

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







#### FOUR YEAR ACTIONS

Ensure new development meets the aims and objectives of the Local Enviornmental Plan (LEP) and Development Control Plan (DCP)

#### ANNUAL ACTIVITY

Assess all applications against relevant provisions of the LEP and DCP and other relevant legislation

#### STATUS

#### PROGRESS COMMENTS



All applications were assessed against statutory and nonstatutory planning instruments

Provide timely determinations of applications for development

Implement assessment procedures that deliver high quality outcomes and efficient determination



Continuous improvement review and implementation is in place to improve high quality outcomes and efficient determination

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 2.6 continued...

#### **OUR STRATEGIES**

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

# requirements of

meets the

the development consent and relevant legislation where Council is appointed as the certifier

FOUR YEAR ACTIONS

Ensure development

#### ANNUAL ACTIVITY

Assess construction certificate applications in compliance with legislative and development condition requirements

#### STATUS PROGRESS COMMENTS

36 building information certificate applications were received during the reporting period, 11 were approved, six deferred, two withdrawn, one cancelled, and 16 are currently under assessment





Provide efficient and professional pool certification

Undertake swimming pool inspections in compliance with Swimming Pool Act 1992 and Regulation 2018

Inspections of low risk pools are ongoing with more than 50 pools deemed compliant and more than 120 pools followed up for further compliance action

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

50 DA referrals were received for fire safety assessments and all assessments were finalised

Undertake fire safety inspections where potential fire safety issues are identified

Seven fire safety complaints were received, four were investigated and closed and three are still in progress

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 Protection of the Environment Operations Act 1997/Environmental Planning and Assessment Act 1979. 51 warnings and 55 infringement notices were issued

Undertake compliance actions for illegal building works as identified

Of the total 347 illegal building complaints received, nine were asbestos related, 65 about condition of existing building, 64 were complaints about construction hours of operations, 35 illegal use and 155 about illegal work. A total of 285 cases were finalised and the remainder are under investigation

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 2.6 continued...

#### **OUR STRATEGIES**

#### 2.6.4. Protect and prioritise employment floor space in Bondi **Junction Strategic** Centre, and other centres where relevant

#### FOUR YEAR ACTIONS

Explore ways to incentivise commercial floorspace in Bondi Junction

#### ANNUAL ACTIVITY

Investigate the implementation of minimum nonresidential Floor Space Ratio across all of Waverley's centres

#### STATUS **PROGRESS COMMENTS**



Minimum non-residential floor space ratio was considered as part of the General Local Environmental Plan update





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







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

**Deliver Curlewis** Street and Charing Cross precinct upgrades



Community consultation for the North Bondi Terminus concept was completed. The project is now progressing to refine the concept design prior to Council endorsement in late 2024

Works are underway on the Curlewis Street and Charing Cross Streetscape Upgrade projects. Works between Campbell Parade and Glenayr Avenue are scheduled for completion in August 2024. Upgrade with inground electrical works commenced in Charing Cross Streetscape with project scheduled to be complete in 2024-25

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 2.6.5 continued...

#### **OUR STRATEGIES**

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







#### **FOUR YEAR ACTIONS**

Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects

Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation

#### ANNUAL ACTIVITY

Trial the use of Heath Streets tool to assess and communicate benefits of proposed and completed streetscape projects

Coordinate interorganisational efforts to maximise enhanced place management and activation outcomes

### STATUS

PROGRESS COMMENTS



Events organised to maximise place management and activation outcomes include Australia Day, Dawn Reflection, Mardi Gras Bondi Beach Party, Mardi Gras Bondi Memorial Dawn Reflection event, Bronte House Open Days including local heritage walk, Ocean Lovers Festival, Bondi Community Candlelight Vigil in collaboration with Department of Premier and Cabinet, other NSW state agencies, community organisations, locals and visitors, Anzac Day, Citizenship Ceremonies and Global

Deliver annual program of public art including Bondi Pavilion Indigenous Public Art Work, North Bondi Kids Pool Public Art Work



The Bondi Mermaids Public Art Project was placed on public exhibition in April and May 2024. 289 community responses were received during this time. Whale Dreaming Public Artwork scheduled for the Bondi Pavilion building and surrounding areas were presented to the Multicultural Advisory Committee, Reconciliation Action Plan Committee and the Arts, Culture and Creativity Advisory Committee in February and March 2024. Council endorsed the concept design commission in May 2024 and a program for delivery will be finalised in July 2024. Boot Factory Public Artwork by artist Brendan Van Hek has been manufactured and will be installed following construction. Bondi Beach Sea Wall permits were issued for new murals as part of the Bondi Festival. Council have progressed annual program of public art deliverables planned for the financial year

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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### 2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character	Implement Heritage and Social Impact Assessment recommendations	Review Development Applications in line with Heritage and Social Assessment guidelines	•	Development Applications and Planning Proposals are assessed against these guidelines
- Ú- LI	Revise the Aboriginal Heritage study and prepare Management plans for all registered sites	Seek grant funding to undertake an Aboriginal Heritage Study	•	Grant funding to undertake Aboriginal Heritage Study was sought and was unsuccessful
	Review heritage and character controls in strategic plans	Prepare inventory sheets of all items to be listed in the Heritage Planning Proposal		Council has responded and met the Department of Planning's requirements and is awaiting gateway determination
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Commence Quinn Road Memorialisation Wall Project providing additional ash internments		Review of Environmental Factors has been updated. 80% of the design is presented to the Project Control Group and the remaining is scheduled for July 2025
2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments	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	•	New Public Art in the Private Domain discussions are under way with developments in Oxford Street, Bondi Junction. New procedures for approval have been provided to developers to ensure best public art outcomes for the community.





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**

2.7.1. Provide safe, accessible and diverse spaces and facilities for different users





#### FOUR YEAR ACTIONS

Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles

#### ANNUAL ACTIVITY

Implement community feedback to improve existing recreation programs including activities that promote active and healthy lifestyles

#### STATUS

#### TUS PROGRESS COMMENTS

161 active seniors classes were organised with 2,140 attendees. 23 school holiday programs were organised with total attendance of 335

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



The utilisation of sport fields and recreation venues continued to be maximised by engaging with local sporting clubs and community members to inform increased access to facilities. Council continued to enhance the school holiday programs through the addition of karate sessions in response to customer feedback

Deliver accessible community facilities and venues that cater for the diverse needs of the community

The venue hire application process was updated to provide a more streamlined and user-friendly experience to remove barriers and increase bookings. Feedback from community groups was analysed to maximise access to sports fields and recreation venues through improved scheduling and upgrade of facilities

2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works





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 late 2024. Sydney Water approvals impacted timely delivery

2.7.3. Leverage opportunities to provide new and extended spaces in key locations





Remediation of the site for contaminated materials is underway and the play equipment has been sourced. Works to install the equipment will occur in early 2024-25

STATUS: ○ Completed ➤ In progress ➤ In progress - impacted by unforseen conditions

■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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

#### **OUR STRATEGIES**

#### 2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency









#### FOUR YEAR ACTIONS

Prepare and implement a new Bike Plan and a new Walking Plan

#### ANNUAL ACTIVITY

Prepare the next iteration of the Bike Plan and Walking Plan

#### STATUS

#### **PROGRESS COMMENTS**

The Walking Strategy and the Bicycle Strategy are well progressed. Consultation on the Walking Strategy will be completed in July 2024 and consultation on the Bicycle Strategy has included extensive information gathering community workshops held in May 2024. Drafts of both strategies will be placed on public exhibition in late 2024

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 is progressing. Night works will be undertaken to reduce impacts on businesses during the day

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

The draft Local Area Traffic Managment Study is completed

2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging









Facilitate alternatives to private car transport such as improved access to bus and car share

Review car share policy requirements with operators and other councils

Annual car share policy review completed

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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

#### **OUR STRATEGIES**

#### 2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes





#### FOUR YEAR ACTIONS

Effective management of Council car parks to optimise revenue and customer experience

#### ANNUAL ACTIVITY

Investigate alternative revenue streams within Council car parks from local businesses and other customer segments

#### STATUS

Car Park rates review was completed and adopted by Council to incentive the use of the car parks by local business

PROGRESS COMMENTS

Research and implement costeffective 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



Patrolling of parking areas and residential parking continued on a rotation basis and additional officers were assigned

2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport









Develop safe and convenient access by foot, bike or public transport to important destinations

Develop Safe Walking Routes to School project, expandin beyond the core schools and securing funding for identified infrastructure projects

The Safe Walking Routes to School project is progressing with findings integrated into the Walking Strategy. Workshops with schools is currently underway. Council has secured funding to begin the delivery of capital works identified in the study

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

#### 2.10.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community









#### FOUR YEAR ACTIONS

Implement the Strategic Asset Management Plan 6

#### ANNUAL ACTIVITY

Deliver annual actions in the SAMP Program

#### STATUS

#### **PROGRESS COMMENTS**



The Buildings SAMP program was delivered in line with the annual allocation. Projects implemented include upgrades to the Wairoa Community Centre, essential upgrades at Waverley Library including hot water replacement and AC upgrades and upgrades to the social and affordable housing portfolio



The Infrastructure SAMP program is delivered in line with the annual allocation. Projects implemented include electrical upgrades, street signs and line marking in Bondi Junction, a new speed hump in Dover Heights, bus shelter and seat upgrades and retaining wall and fencing works

2.10.2. Implement continuous improvement to achieve advanced maturity in asset management practices







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 was completed as per schedule





Undertake an asset management maturity assessment Review asset data integrity and processes in preparation for migration into an Asset Management System



Assets Management maturity assessment was completed. Data integrity review was completed

2.10.3. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes

Implement priority actions identified in the Property Strategy 2020-2024

Develop plan and program to deliver Commercial Property Review recommendations



Property review program was completed. Priortiy actions identified for 2023-24 were completed



STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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2.11

Move towards a sustainable waste community and a circular economy

#### **OUR STRATEGIES**

2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill









#### FOUR YEAR ACTIONS

Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials

#### ANNUAL ACTIVITY

Implement the new Waverley Waste Strategy to support the uptake of a circular economy

#### STATUS PROGRESS COMMENTS



Progress has been made in the uptake of the circular economy in parallel with development of the updated Waste Strategy, which has been developed with community consultation scheduled to commence in July 2024. The first Thinker in Residence was appointed, with Regen Sydney to move into the new space at the Boot Factory to guide the development of regenerative activities and initiatives. Council is also working with leading local businesses to develop a Circular Economy Roadmap for Bondi Junction

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 update 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



FOGO service trial plan was developed and roll out including community engagement scheduled for October 2024

Continue to implement Recycling and Contamination Improvement Program

Continue to implement recycling and contamination improvement program to residents and businesses

Council's Waste Compliance and Contamination Officer has continued working with residents, building managers & strata managers to improve contamination issues. This includes bin room audits and provision of signage and education resources. The 2023-24 program was completed

Deliver the Compost Revolution Program



100 worm farms and compost bins were delivered in Q3 and 19 in Q4

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 continued to partner with City of Sydney and Woollahra Councils and delivered recycling drop off events for problem waste items. All Recycle it Saturday events were delivered as per schedule

STATUS: ○ Completed ➤ In progress ➤ In progress - impacted by unforseen conditions

□ Delayed □ Delayed/on hold - impacted by unforeseen conditions

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Keep public spaces clean and litter-free

#### **OUR STRATEGIES** FOUR YEAR ACTIONS ANNUAL ACTIVITY STATUS PROGRESS COMMENTS 2.12.1. Reduce litter Deliver litter and Implement Illegal Grant has been successfully and Illegal dumping illegal dumping obtained from the Environment dumping program across Waverley education and Planning Authority. Scope of through education enforcement program project is being determined by Council staff and enforcement -Ö- LI Implement waste Council's Waste Compliance and contamination Officers presentation compliance program have continued working with to reduce litter from residents, building managers over flowing bins and and strata managers to improve incorrectly presented contamination and illegal waste dumping issues Undertake beach The Litter Audits were litter audits completed at Bondi, Tamarama and Bronte beaches 2.12.2. Reliable and Deliver optimal Review public place Street litter bin infrastructure efficient public place public place waste bin locations in line has been reviewed in line with infrastructure and with changes to changes to the street scape services the Waverley street -O- B 131 scape Service and maintain Bin repairs and replacements public place bins were completed as required

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

# Outcome measures

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024
Asset Maintenance Ratio	97.34% (2022)	100%	100.85%
nfrastructure Backlog Ratio	1.61% (2022)	Less than 2%	1.07%
Buildings and Infrastructure Renewal Ratio	290.14% (2022)	Greater than or equal to 100%	254.14%
Road renewed/treated program (m2)	23,558 m2 (2023)	15,000m2	32,576 m2
Footpath renewed (m2)	2,162 m2 (2023)	5,000m2	6,287 m2
Utilisation rates of community venues	39% (calculated on peak hours hired against max hours available 2022)	5% increase in bookings	42%
Overall customer experience rating of community venues	4.0 stars out of 5 (regular hirers survey results 2022)	4.95 stars	4.6 stars
Compliance with trading hours of ousinesses in target areas	64 breaches (2017- 22 analysis)	Reduce by 10%	11 (2023/24) 100%
Daily and weekend patroling in three peaches	2 daily beach patrols (2022)	3 daily beach patrols	100%
Percentage of food premises nspections conducted as scheduled	90% ((2017-22 analysis)	100%	100%
Percentage of complaints acknowledged within 14 days	76% (2017-22 analysis)	100%	100%
Percentage of noise related complaints complete within 14 days	66% (2017-22 analysis)	80%	60%
Percentage of asbestos and sewage complaints completed within 14 days	52% (2017-22 analysis)	75%	73%
Frequency of daily patrols in dog-on-leash areas	3 (2017-22 analysis)	5	3
Number of reports of dogs off lead	66 (2017-22 analysis)	63	60
Percentage of dog attacks reported within timeframes	80% (2017-22 analysis)	100%	100%
Percentage of pool safety inspection program completed	25% (2017-22 analysis)	90%	90%
Percentage of residential and commercial areas monitored twice weekly	75% (2017-22 analysis)	85%	95%
Percentage of fire safety assessments submitted on time	82% (2017-22 analysis)	90%	95%



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### Outcome measures continued...

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024		
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	79% (2021)	80%	85%		
Number of Voluntary Planning Agreements executed	6 (2022)	Maintain	4 VPAs		
Number of Voluntary Planning Agreements offers	15 VPAs (2022)	Maintain	22 VPAs offered		
Metres of cycleway	1,300m (2022)	Increase by 1,530m	Increase by 405m only- below target		
Council greenhouse gas emissions	4,702 (t CO2-e) (2021-22)	4,000 (t- CO2-e)	1620 (t- CO2-e) (23/24 preliminary estimate)		
Community greenhouse gas emissions	517,983 (t CO2-e) (2019-20)	502,000 (t CO2-e)	504,334 (T co2-E) (2021- 2022)		
Solar installations in Waverley LGA	7,561 KW of installed capacity (2021-22)	8,000 KW of installed capacity	12083 KW (2023)		
Increase in the amount of remnant vegetation in good condition	5.9 hectares (2019)	Greater than 5.9 hectares	NA		
Percentage of Council's electricity demand in NSW met by renewable sources	100%	100%	100%		
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl/yr	51,373 kl/yr		
Beach quality rating	Good rating for all three beaches (2022)	Good rating for all three beaches	Good rating for all three beaches (2023)		
Cleaning program completed according to schedule and service standards	100% (2021-22)	100%	100%		
Waste collection program completed according to schedule and standards	100% (2021-22)	100%	100%		
Reduction in total residential waste collected (tonnes)	13,843 tonnes (2022)	Reduce	13,564 tonnes		
Reduction in total residential waste collected per capita (kg/capita)	201.77kg/capita (2022)	Reduce	195.39kg/capita		
Revenue generated from Council's car parks	\$2,847,163 (2021-22)	\$3,866,342	\$3,458,978		
Number of trees planted (streetscape trees)	234 trees (2021-22)	400 trees	527 trees planted (230 planted in parks/reserves)		



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# **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.

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# 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

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# Performance: strategies

## How will we achieve our focus?



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

#### **OUR STRATEGIES**

#### 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



#### FOUR YEAR ACTIONS

Implement Community **Engagement Policy** and Strategy 2021

#### ANNUAL ACTIVITY

Engage Precinct committees on strategic issues

#### STATUS **PROGRESS COMMENTS**

Precincts continued to be engaged on strategic issues such as the Bondi Park Upgrade, the Waverley Walking Strategy, Curlewis Street Upgrade, Gould Street Improvements, Sir Thomas Mitchell Reserve Playground Upgrade, Flood Risk Management Study and Plans, South Head Cemetery Plan of Management (POM) and our Road Infrastructure Renewal Program. During the reporting period, 30 Precinct meetings, and one Combined Precincts meeting were held.

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



Council publicised several major engagements such as Wairoa School at Bondi Pavilion and NAIDOC week directly to key partners and community groups to reach hard to reach segments of the community

Organise customer service training for relevant Council staff



Mandatory Customer Experience Training was made available for all staff focusing on the basic principles of providing good customer service. Customer Experience in-person facilitated training was also delivered to staff with attention to more complex principles and skills that influence a customer's experience

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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#### 3.1 continued...

#### OUR STRATEGIES

#### 3.1.2. Ensure our engagement practices are accessible and inclusive



#### **FOUR YEAR ACTIONS**

Implement Community Engagement Policy and Strategy 2021

#### ANNUAL ACTIVITY

Utilise new telephony system capability to undetake customer research

#### STATUS PROGRESS COMMENTS



preferences and opportunities. This implementation contributes to Council's ongoing efforts in delivering continuous improvements

Assess accessibilty of engagement opportunities for under-represented groups



Four Have Your Say pop-ups across the LGA (one in each ward) were communicated across multiple channels sharing how Council would be available in high traffic locations to improve accessible feedback channels for the community. Results are collated from these sessions to understand common themes and areas of opportunity amongst respondents

3.1.3. Continual development of an organisational culture focused on best practice community engagement



Improve data sources and analytics via Waverley customer/ audience evaluation processes

Establish communication dashboards to capture audience reach and impact to support evidencebased decision making



A new dashboard has been created to understand Council's presence digitally across all platforms (socials, newsletters, engagements and reach). This consolidates more than five application services making it simpler to strategise and address platform users in a tailored manner

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

3.2.1. Implement **Customer Experience** Strategy to enhance customer experience across all business areas





#### FOUR YEAR ACTIONS

Provide consistent level of customer experience tailored to suit the location, service and/or interaction

#### ANNUAL ACTIVITY

Develop organisational **Customer Service** Charter and Service Promise that reflect the communities expectations and Council's commitment to delivering high quality service

#### STATUS **PROGRESS COMMENTS**

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

Review service level agreements for service requests to provide customer guidance and meet operational requirements



The first phase of service level agreements for service requests were completed. The review informed a full Customer Relationship Management (CRM) System review including service level agreements and CRM categories in line with Council's ICT modernisation program and new CRM system

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 and the complaints assigned to departments, their service level agreement performance and general volumes of complaints. The Leadership Team has been assigned access to monitor complaints statistics to ensure these are handled in a timely manner

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

3.3.1. Prepare, implement and monitor a suite of Integrated **Planning and Reporting** documents that respond to community needs and organisational capacity







#### FOUR YEAR ACTIONS

Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other

#### ANNUAL ACTIVITY

Undertake Council's Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities

### STATUS

#### **PROGRESS COMMENTS**

The Six Monthly Progress Report for the period 1 July 2023 to 31 December 2023 was presented to the Council in February 2024. Council adopted the Operational Plan 2024-25 at its meeting in June 2024

Implement Long Term Financial Plan [LTFP 6 (2022-2033)] and monitor budget on a regular basis

Undertake annual review of LFTP, quarterly budget review and monthly budget performance reports



Annual review of the Long Term Financial Plan was completed and Council adopted the Budget and the next iteration of the Long Term Financial Plan in June 2024. 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



Recruitment Policy, Bullying and Harassment, Gender Based and Sexual Harassment Policy and Parental Leave Guidelines were prepared/updated. Annual Training Plan was completed. Key staff training delivered include Training for People Leaders, Disability Confidence for Managers, and Customer Experience training. Mental Health First Aid Officer program was implemented. Council's trainee and apprenticeship program is in place and ongoing across multiple work areas including Open Spaces, Horticulture, Children's Services and Customer Experience

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 3.3 continued...

#### **OUR STRATEGIES**

#### 3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability







#### FOUR YEAR ACTIONS

Embed financial and environment sustainability across the organisation

#### ANNUAL ACTIVITY

Build organisational financial capability through financial frameworks structured financial reviews, trainings. and cost benefit analyses

#### STATUS

#### PROGRESS COMMENTS

Phase 1 of the Financial Sustainability Review project was completed with a review of current capacity and identified areas for improvement. Executive Managers attended Finance for Non-Financial Managers training in May and June 2024

**Embed Sustainability** into Council's policies, processes and values

Sustainability metrics were incorporated into major projects, delivering the new Sustainable Procurement Policy 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 managemen framework and policy

The Executive Leadership Team endorsed Contract Management Framework and 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 Procedure adopted by the Executive Leadership Team

3.3.3. Deliver and review services to increase value for money





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

A panel of service review providers was established in Q4. Two service reviews were initiated in 2023-24 - Financial Sustainability Service Review and Lifeguards. Phase 1 of the Financial Sustainability review to assess current capacity and determine future improvement areas was completed. Phase 2 will be completed in Q2 2024-25. The Lifeguard Service Review is underway. Technical review is 50% complete, with community consultation due to commence in August 2024

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct



#### **FOUR YEAR ACTIONS**

Prepare and implement the Governance Framework

#### ANNUAL ACTIVITY

Review Internal Reporting Policy in alignment with the Public Interest Disclosures (PID) Act 2013 and train relevant PID officers

#### STATUS PROGRESS COMMENTS

The Public Interest Disclosures Policy was rolled out as part of a broader awareness campaign encouraging staff to report serious wrongdoing.

Managers and disclosure officers received training on their obligations under the policy.

An improved online reporting form for serious wrongdoing was also implemented

Review policy register and streamline policy management process



The policy register review was completed. A new policy management process has been drafted for review and implementation next financial year

Facilitate and promote professional development for Councillors



Seven Councillors undertook professional development in the financial year, including:

- Company director courses and membership of the Australian Institute of Company Directors
- Executive Certificate for **Elected Members**
- Understanding Local Government Finances for Councillors
- Attendance at events such as International Women's Day, Premier's Community Harmony Dinner and Bondi and Districts Chamber of Commerce

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



Investment Policy, Related Party Disclosures Policy, Staff reimbursement Procedures, and Cash Handling and cash collection procedure reviews were adopted by the Executive Leadership Team in June 2024

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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3.4

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

#### **OUR STRATEGIES**

3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct





#### FOUR YEAR ACTIONS

Implement an enterprise risk management framework

#### ANNUAL ACTIVITY

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

#### STATUS PROGRESS COMMENTS

Cyber Incident Response Plan, Business Continuity Plan and Sudden Incident Management Response Plan were reviewed

Conduct an internal audit program for high risk operational activities



Review Council's Strategic Risk Management Plan

Council's key strategic and operational risks and their treatments were reviewed and presented to the Audit, Risk and Improvement committee

STATUS: ○ Completed ➤ In progress ➤ In progress - impacted by unforseen conditions

□ Delayed □ Delayed/on hold - impacted by unforeseen conditions

### 3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.2. Uphold a commitment to accountable and transparent decision making	Prepare and implement the Governance Framework	Implement priority actions, including developing the Fraud and Corruption Control Plan 2023–24		All actions from the Fraud and Corruption Plan 2023-24 were implemented, with a new plan scheduled to be adopted in the nex financial year
Ď- 121		Continue to implement the Governance		A number of actions in the Governance Framework were completed, including:
		Framework		<ul> <li>Implementation of the Legislative Compliance Framework</li> </ul>
				<ul> <li>Roll-out of Council's new organisational values</li> </ul>
				<ul> <li>Review of Council's strategic risks</li> </ul>
				<ul> <li>Improved reporting on significant complaints, investigations and referrals and their recommendations</li> </ul>
				Adoption of new terms of reference for the Audit, Risk and Improvement Committee
				• Adoption of a new Internal Audit Charter
		Promote and inform community on key decisions affecting community through different communication channels		Council decisions are promoted through Council's social media channels and the Precinct system. Council and Council Committee meetings are live streamed to keep the community up to date on Council's decision making real time.
				A table of Council resolutions is now published on Council's website to better inform the public of Council's decisions.
				Members of the public can address Council by video conference, enabling greater partcipation in Council decion-making. This process will be formalised in the required review of the Code of Meeting Practice within 12 months of the local government election
	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 acquitta financial reports, and annual financial statements were prepared in line with statutory timelines

STATUS: ○ Completed ➤ In progress ➤ In progress - impacted by unforseen conditions

□ Delayed □ Delayed/on hold - impacted by unforeseen conditions

#### 3.4 continued...

#### **OUR STRATEGIES**

# 3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance



#### FOUR YEAR ACTIONS

Develop and implement a Total Rewards Framework

#### ANNUAL ACTIVITY

Source and implement Performance Management system

#### STATUS

#### PROGRESS COMMENTS



A new performance management framework has been introduced for all senior leadership roles across Council. The Business Scorecard based on the Australian Business Excellence framework has been rolled out for all senior leaders in 2023. A focus for 2024-25 will be further roll out to Managers. A key component of this is the establishment of consistent operational and financial performance related key performance indicators and targets to measure organisational performance

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 and New Future Leadership cohort comprising of 15 employees across Council commenced the program in May 2024. All senior leaders including Directors and Executive Managers participated in a senior leadership program in 2023-24

Review and revise health & safety wellbeing programs and activities to ensure fit for purpose



A range of health and safety programs were implemented including audiometric testing to protect employees' hearing health, especially in high-noise environments. Reinforced drug and alcohol policies promoted safety and responsibility. Skin checks were offered for early detection of skin cancer. highlighting our commitment to preventive care. Yoga sessions continued to enhance physical fitness and mental wellbeing. The Uprise EAP was expanded to offer comprehensive support services, promoting mental health and providing resources for personal and professional challenges

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions

Delayed Delayed/on hold - impacted by unforeseen conditions

#### 3.4 continued...

#### **OUR STRATEGIES** FOUR YEAR ACTIONS ANNUAL ACTIVITY STATUS PROGRESS COMMENTS 3.4.4. Continue to build Implement the Review and More than 100 position capacity and capability Capability Framework revise position descriptions were reviewed and of our people and descriptions and updated. Review of C-K role Council to deliver integrate Capability categories were reviewed and services to our Framework changes were implemented Community -O- LI 3.4.5. Provide fit for Deliver the ICT Implement priority Priority systems were systems identified purpose technology Modernisation reviewed and action plan and tools to enable Program under the ICT was implemented. Phase 1 service delivery that Modernisation (Migration to cloud) of Finance is community and Program system upgrade was completed. Saas uplift/upgrade was customer centric sucessfully completed Review Council's An Information Management information security Program has been developed and undertake gap and initiated to uplift privacy analysis in line with and information management Mandatory25 practices. The Program focuses on introducing key policy documents and aligning our business processes with best practice. Gap analysis of mandatory25 was undertaken and action plan to address gaps was implemented Deliver business and Data exchange project to spatial intelligence enhance BYDA (Before You Dig projects for better Australia) service was completed planning and decision making

STATUS: ○ Completed ➤ In progress ➤ In progress - impacted by unforseen conditions

□ Delayed □ Delayed/on hold - impacted by unforeseen conditions



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

STATUS

### 3.5.1. Improve Waverley's post COVID-19 economic resilience through innovation

**OUR STRATEGIES** 

Prepare and implement an innovation roadmap

FOUR YEAR ACTIONS

Deliver priority actions from Innovation Roadmap themes such as Innovation forum and business workshops

ANNUAL ACTIVITY

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.

PROGRESS COMMENTS

3.5.2. Position Waverley as a future business destination and promote local businesses

Deliver businesses services and activation activities across Waverley

Bondi Innovation Forum including the annual Shark Tank event in partnership with the Bondi Chamber of Commerce was delivered in May 2024. 320 people attended

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

3.5.3. Support and enhance the visitor economy











Implement the Waverley Sustainable Visitation Strategy 2019-2024

Create and promote virtual place based offerings and information for visitors

Seven priority actions including four walks were delivered. The walks include Coastal Nature Walk, First Nations, Public Art and Waverley Cemetery. Work is in progress to deliver 11 actions

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions

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■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



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

#### **OUR STRATEGIES**

#### 3.6.1. Improve and increase the quality and quantity of data shared in the local business community





#### FOUR YEAR ACTIONS

Research, analyse and promote a range of data and trends that monitor the local economy

#### ANNUAL ACTIVITY

Release relevant business data sources to inform decision making through the business resource centre (e.g. ED Newsletter, biannual Occupancy Audit)

#### STATUS

**PROGRESS COMMENTS** 



Occupancy Audit Report was completed in March 2024

3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer Position business incubator as an innovative hub for local community

Host a business pitching event centred on innovation



Bondi Innovation Forum including the annual Shark Tank event in partnership with the Bondi Chamber of Commerce was delivered in May 2024. 320 people attended

3.6.3. Enhance communication and engagement channels to improve service delivery





Maximise the use of existing engagement tools such as Have Your Say

Explore and implement website improvements to improve accessibility, presence and ease of subscription to Have your Say enewsletters



The Customer Experience Transformation Project addresses the content on the Council website. This project ensures Council service information is made accessible, relevant and easy to navigate and understand. Council focused on increasing transparency of Have Your Say projects by making engagements readily available on social channels, Council's main newsletter and several Council managed websites. Council also distributed Waverley News magazines to each household across the LGA, three times a year, which additionally highlights how community members can provide feedback on major works and open consultations.

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

#### 3.6 continued...

#### **OUR STRATEGIES**

3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces



#### FOUR YEAR ACTIONS

Implement Local Studies Digitisation Strategy

#### ANNUAL ACTIVITY

Populate Local Studies online platform to provide community access to digitised local history resources

### STATUS

#### PROGRESS COMMENTS

The Local Studies online archive containing a large 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



Improvement of the physical environment of the Library continued. More comfortable seating spaces were created in the adult library and flexible shelving was introduced to better showcase Adult Fiction. New furniture was purchased for the foyer and lighting was upgraded to create a more subdued and pleasant study environment

Update the Library Collection Development Plan to ensure collection is current and relevant to the community



The Library Collection Development Plan was reviewed and updated. The physical library collection was assessed and a weeding schedule introduced to maintain a fresh and relevant collection. New collections were introduced including console games, multicultural magazines and Junior and Young Adult magazines. The eBook and magazine collections were also increased due to growing popularity

Develop a library membership plan to increase membership and engagement



A Library Membership Plan was developed to promote Library services and increase engagement. Membership grew by 12% during the 2023-24 period to a total of 23,512 active members resulting in increased visitation (30% increase) and loans (11% increase)

STATUS: Ocompleted In progress In progress - impacted by unforseen conditions ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

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# Outcome measures

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024	
Customer complaints management	80% complaints closed within SLA (2022)	86% complaints closed within SLA	80% complaints close within SLA	
Number of community engagement channels to reach diverse segments of community	5 (2022)	7	9	
Contact Centre- Average call handling time	3 mins 49 sec (2022 Annual average result)	<3 min 30 sec (80%)	3 mins 40 sec Ave	
Front Counter- Average wait time	5 min 15 sec (2022 Annual average result)	<5 mins (80%)	<5 mins = 88%	
Front Counter- Average service time	7 mins 43 sec (2022 Annual average result)	<7 mins 30 sec (80%)	7 mins 53 sec averag	
Contact Centre- First Call Resolution	Transfer rate (<15%)	Transfer rate (<10%)	7% transfer rate	
Library membership	27% of population (June 2022)	35% of population	34% of population	
Library visitation	177,551 visits (2022)	250,000 visits	443,000 visits	
Library circulation	245,075 loans (2022)	300,000 loans	385,000 loans	
Precinct satisfaction against 2021 baseline	73% (2021)	+/-5% variance against baseline (based on sample variation)	88%	
Number of service reviews undertaken	0 (2022)	2	2 in progress	
Enterprise risks outside of risk appetite against 2022-23 baseline	57 out of 142 risks (2022-23)	Below baseline	52 out of 142 risks (2023-24)	
Number of front line leaders participating in Future Leaders Program	20 Front Line leaders(2022)	23	23	
Number of staff safety and well- being initiatives	15 (2022)	Maintain or Increase	20	
No of approved FTE positions	717.17 (2023)	Maintain	734.68	
Vacancy Rate (FTE)	14.90% (2023)	Reduce	17%	
Compliance with NSW Audit Office	65% (2021)	90%	100%	



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### Outcome measures continued...

MEASURES	BASELINE	TARGET 2024	ACTUAL 2024		
Maintenance or improvement in financial benchmarks			NA		
Operating Performance Ratio	-2.58% (2022)	0%	0.31		
Own Source Operating Revenue Ratio	78.25 (2022)	>60%	86.77		
Unrestricted current ratio	5.42x (2022)	1.50x	4.11		
Debt Service Ratio	20.30x (2022)	2.00x	32.74		
Rates and Annual Charges Outstanding Ratio	4.75% (2022)	4.24	6.31		
Cash Expense Cover Ratio	8.89 months (2022)	> 3 months	8.35		
Percentage return on financial investment	- 0.55% (2022)	> AusBond Bank Bill Index	5.35%		
Number of Code of Conduct complaints received about Councillors	2 (2022)	2	4		
Complaints upheld regarding fraud or corruption by Council staff	0 (2022)	0	0		
Number of public interest disclosures received	1 (2022)	0	0		
Number of formal GIPA applications received versus number of times access to information granted (in full or in part)	91% in full/in part (2022)	90%	90%		
Number of informal GIPA applications received versus number of times access to information granted (in full or in part)	98% in full/in part (2022)	90%	88%		
Commercial Centre Occupancy Audit	Combined Occupancy rate of 91.7%	Maintain or improve on baseline	92.4%		
No of business events or attendance	2 events, more than 250 in attendance(2022)	Maintain a minimum of 2 events and more than 250 local businesses	3 events, 450+ people		
Click rate of opened business communications	More than 10 communications with average of 40.5% openings (2022)	Maintain an average of 38% opening across all communications	46.09% (Average of 20 Communications)		
Spending in LGA	12 month spend \$2.718 billion (2022-23)	12 month spend to maintain/increase	12 month spend \$2.696 billion (2023- 24)		
Number of registered businesses	39,408 businesses (2023)	Support for more than 35,000+ businesses	38,710		
Occupancy rate at retail spaces	Occupancy across the LGA was an average of 93.15% (2023)	Maintain an average occupancy across LGA commercial centres above 90%	92.4%		

SIX MONTHLY REPORT JAN-JUN 2024



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CUSTOMER SERVICE CENTRE 55 Spring St, Bondi Junction, NSW 2022

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# **REPORT FC/5.2/24.11**

Subject: Schedule of Meeting Dates for Council and Council

**Committees 2025** 

**TRIM No:** A04/1869

Manager: Richard Coelho, Executive Manager, Governance

**Director:** Tara Czinner, Director, Corporate Services



#### **RECOMMENDATION:**

That Council adopts the schedule of meeting dates for Council and Council Committees for 2025 attached to the report.

#### 1. Executive Summary

The proposed schedule of meeting dates for Council ad Council Committees (the Finance, Operations and Community Services Committee and the Strategic Planning and Development Committee) for 2025 is attached to the report for Council's consideration.

The proposed dates take into account public holidays, holy days and conferences.

It is recommended that Council adopts the schedule attached to the report.

#### 2. Introduction/Background

Section 365 of the *Local Government Act 1993* requires the elected Council to meet at least 10 times each year, each time in a different month.

Council has a standard meeting schedule. Except for January, when there are normally no meetings, Council's two committees, the Finance, Operations and Community Services Committee and the Strategic Planning and Development Committee, generally meet on the first Tuesday of each month, and Council generally meets on the third Tuesday of each month.

Due to the timing of public holidays, holy days and conferences falling on or near Council or Committee meeting days, it is proposed that changes be made to the standard meeting schedule. These changes are outlined in section 4 of this report.

### 3. Relevant Council Resolutions

Nil.

#### 4. Discussion

The proposed changes to the standard meeting schedule are outlined below. As far as possible, the dates have been set to ensure a two week period between Council Committee and Council meetings. The changes are as follows:

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- April Council meeting be postponed two weeks to Tuesday, 29 April, due to holy days (Passover) and Easter.
- No Committee meetings be held in June due to holy days (Shavout) and the King's Birthday long weekend.
- The dates for the National General Assembly in Canberra have not yet been set by the Australian Local Government Association (ALGA). ALGA has advised that the General Assembly is likely to be held in late June 2025. It is recommended that the meeting schedule be adjusted if necessary at a later date to accommodate Councillors' attendance at the General Assembly.
- No Committee meetings be held in October due to holy days (Yom Kippur and Sukkot) and the Labour Day public holiday.
- The final Council meeting in December be brought forward one week to Tuesday, 9 December 2024.

The full schedule is attached to this report. It complies with section 365 of the Local Government Act 1993.

### 5. Financial impact statement/Time frame/Consultation

There are no unbudgeted costs to Council in holding the meetings proposed in this report.

#### 6. Conclusion

This report presents the proposed schedule of dates in 2025 for meetings of Council, the Finance, Operations and Community Services Committee and the Strategic Planning and Development Committee. It is recommended that Council adopts the schedule.

#### 7. Attachments

1. Schedule of meeting dates for Council and Council Committees 2025  $\underline{\mathbb{J}}$ .

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### SCHEDULE OF MEETING DATES FOR COUNCIL AND COUNCIL COMMITTEES 2025

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC
Finance, Operations and Community Services Committee		4	4	1	6		1	5	2		4	2
Strategic Planning and Development Committee		4	4	1	6		1	5	2		4	2
Council		18	18	29	20	17	15	19	16	21	18	9

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## **REPORT FC/5.3/24.11**

Subject: Multicultural Advisory Committee Meeting - 8 August

2024 - Minutes

**TRIM No:** A24/0249

Manager: Annette Trubenbach, Executive Manager, Community Services

**Director:** Ben Thompson, Director, Community, Culture and Customer Experience

#### **RECOMMENDATION:**

That Council notes the minutes of the Multicultural Advisory Committee meeting held on 8 August 2024 attached to the report.

#### 1. Executive Summary

This report provides information about Council's Multicultural Advisory Committee (MAC) meeting held on 8 August 2024. The minutes of the meeting are attached to this report.

#### 2. Introduction/Background

The MAC has been established in support of Council's vision and strategies that:

- Promote human rights, address discrimination and disadvantage.
- Actively encourage participation, social connections and a sense of belonging.
- Deliver fair and equitable services, facilities and resources to our culturally diverse community.
- Promote relationships based on understanding and respect.

#### 3. Relevant Council Resolutions

Nil.

#### 4. Discussion

The MAC has been active for many years, providing input and advice on a range of issues relating to culturally and linguistically diverse communities. The terms of reference were updated in 2023, and a new MAC term began in May 2023.

The agenda items included;

- Cultural Diversity Strategy Report.
- Anti-racism Campaign Stage 2.
- Event feedback and planning.
- Upcoming events.

#### 5. Financial impact statement/Time frame/Consultation

The operations of the MAC are covered in Council's operational budget.



#### 6. Conclusion

This report provides meeting minutes of the MAC meeting held on 8 August 2024 for information and noting before being placed on Council's website.

#### 7. Attachments

1. MAC - 8 August 2024 - Minutes <a>J</a> .

### MULTICULTURAL ADVISORY COMMITTEE MINUTES

Thursday 8 August 24 6pm – 8pm



#### 1. Welcome and Acknowledgement of Country

Acknowledgement of Country was conducted by Councillor Masselos.

Councillor Masselos also acknowledged the committee and Council Officers and thanked them for their contribution.

#### Present

Councillors		
Clr Paula Masselos	Mayor/Chair	
Clr Ludovico Fabiano	Councillor	
Council Officers		
Annette Trubenbach	Executive Manager, Community Programs	
Madly Bodin	Community Development Officer, Diversity	
Rebecca Rodwell	Manager, Community Planning & Partnerships	
Community Member/Organisations		
Anna Friedman	Community Member	
Lana Kofman	Jewish Care	
Margaret Teed	City East Community College	
Marcia Monje de Castro	Community Member	
Raphael Crowe	Community Member	
S. Marie Denizard	Community Member	
Valentina Baú	Community Member	

#### 2. Apologies

Emily Bogue, Baris Atayman, Linda Deutsch, Rozy Dorizas, Emily Scott, Ben Thompson, Clr Kay, Clr Betts, Clr Goltsman

#### 3. Acceptance of previous minutes & business arising

The minutes were accepted via email by Raphael Crowe and Rozy Dorizas and noted at the July Council meeting.

No business arising.

#### 4. Declarations of Pecuniary and Non-Pecuniary Interests

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NIL

#### 5. Cultural Diversity Strategy 2021-31 - Report

The latest quarterly report was distributed at the meeting.

Council has received a Social Cohesion grant through the NSW Department of Premier and Cabinet. Staff have been planning and developing the project in consultation with the Department since May.

Madly is a co convenor of the Local Government Multicultural Network. At their recent meeting, Margaret presented on the CityEast Community College Mentoring Program. This presentation provided the participants with some clear strategies to support skilled migrants in gaining employment.

#### Community Engagement Activities with Artist

During Refugee Week, Nawras (as per previous minutes) visited the Library for a storytime session to share her book and story. More than 30 people attended the session - a record number for storytime at the Library. It was a great experience for Nawras. She has since been engaged by several other organisations/Councils who are interested in hearing her story.

#### Global Table

Global Table was held on 19 May with a revised format and increased diversity in terms of performers, a new MC, and the inclusion of market stalls. Feedback on the event was very positive, noting it created a real sense of 'togetherness'.

Other feedback to take into account for next year included:

- Music was fabulous, it was great to have different artists and a positive vibe. It would be good to give the bands longer to play.
- More publicity would improve attendance Waverley Council should ensure it is promoted through local media, temporary signage such as floor decals and the signage used at the Gould St Party.
- More curation of the markets to ensure better engagement and more diversity.
- Good to receive feedback through the intercept surveys which people with disabilities conducted.
- With the event to be held in March next year, the event could go into the evening and possibly on a Saturday night to extend the opportunity for stallholders.

#### Author Talk

The author talk at the Waverley Library on 23 May was 'Simon Tedeschi in conversation with Sheila Ngoc Pham'. It was very well attended. Simon's book 'Fugitive' straddles the borders of poetry and prose, fiction and fact, trauma and testimony.

Some attendees were interested in comments made by Sheila about Vietnam. Sheila mentioned that in 2025 it will be the 50<sup>th</sup> anniversary of the end of the Vietnam War (30 April 1975). Council may want to explore options for acknowledging this significant date.

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MAC Minutes 8 August 2024



#### National Reconciliation Week

Council engaged in an art project with the Walawaani Students at Waverley College. The outcome was the creation of National Reconciliation Week banners which were displayed on Birrell St and Campbell Parade during May. The individual pieces are also being exhibited in the Library during August.

#### NAIDOC Week

Several activities took place during NAIDOC week including:

- The Ruby Hunter Tribute Concert, attended by her family, at the Bondi Pavilion on 6 July celebrating the songs of Ruby Hunter. She first performed in public at the Pavilion. Some fantastic musicians participated in this event, an initiative of our Reconciliation Action Plan (RAP) Advisory Committee.
- NAIDOC in the Park was held at Centennial Park on Sunday 14 July. In partnership with Randwick Council and Centennial Parklands, the event attracted around 200 attendees who experienced storytime with Aunty Ali Golding, weaving and shell workshops, and the Gamay dancers
- Author Talk: Mel Brown presented Shades of Me
- NAIDOC Film Screening Indigenous short films with Flickerfest
- NAIDOC Week Craft at the Library
- Journey into the Aboriginal Past of Bondi and Sydney Harbour with Matt Poll

#### 6. Council's anti-racism campaign - Stage 2

Culture Waves Update and Discussion

There have been 12 applications for the Youth Group. The group will support the implementation of the Culture Waves Project which will focus on inclusion and cohesion in the community and providing participants with practical skills. The applicants are aged from 14-17 from a diverse backgrounds and schools, with a range of motivations for joining. The reference group will meet five times with support from Council Officers and the facilitator prior to the program starting in late October.

The committee reviewed the mentor booklet and provided the following feedback:

- More detail could be provided around the differences in roles.
- More emphasis on integrity/ethics, and the training and support that will be provided to mentors.
- Mentors require support to manage 'fake news' and conspiracies.
- Clear boundaries need to be established around sharing personal information.
- The promotion for the cultural mentor roles will be broad to attract a range of mentors.
- When matching mentors with mentees, cultural background should not be the only determination. Personality type, interests, and the mentee's situation also need consideration.
- The mentors need to mindful that some discussion may be triggering for the mentee (or themselves)
- Council will need to clearly outline how the safety of the young people is considered as part of the mentorship, in addition to 'Working With Children Checks' requirements for prospective mentors.
- The complaints process and escalation plan should be clear.

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 Mentoring session guides should be specific to ensure mentors feel supported.

Next steps – Madly will recirculate updated drafts, share promotional materials and Council's Culture Waves Child Safety Management Plan. The program will begin in late October and the community event will take place in February.

#### 7. Update on Australian Human Rights Commission's report

The Human Rights Commission has released a report around mapping government anti-racism programs and policies. The report will be shared with the MAC and contains key findings about understanding what progress is being made.

#### 8. Events Coming Up

Council small grants program is now open and will be closing on the 6 September.

https://www.waverley.nsw.gov.au/community/awards grants/small grants program

Lifeline Bondi is organising an event for World Suicide Prevention Day on the 10 September, starting at North Bondi Park.

https://www.outoftheshadowswalk.org.au/fundraisers/lifelinebondi

Madly will circulate other events scheduled in the next few weeks.

#### 9. Other Business/Correspondence

A question was asked about what will be happening to the Chambers building when Council officers move out. This will be a decision for the new Council.

Margaret acknowledged and thanked Council for supporting the Mentoring Program. Council has participated in a second round of mock interviews for program participants, and there are two new Council Officers mentoring participants. Two mentees have been able to secure a role at Council. As the Council term ends, Lana wanted to acknowledge Paula's role in supporting the community and committee.

#### 10. Next Meeting

Wednesday 20 November 2024 – location to be confirmed. Meeting closed 7:44pm.

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# **REPORT FC/5.4/24.11**

Subject: Reconciliation Action Plan Advisory Committee Meeting -

15 May 2024 - Minutes

**TRIM No:** A24/0287

Manager: Annette Trubenbach, Executive Manager, Community Services

**Director:** Ben Thompson, Director, Community, Culture and Customer Experience

#### **RECOMMENDATION:**

That Council notes the minutes of the Reconciliation Action Plan Advisory Committee meeting held on 15 May 2024 attached to the report.

#### 1. Executive Summary

This report provides information about the minutes of the Reconciliation Action Plan (RAP) Advisory Committee meeting held on 15 May 2024 for Council's noting. The minutes are attached to the report.

#### 2. Introduction/Background

The RAP Advisory Committee was established to support implementation of Council's Innovate Reconciliation Action Plan. The objective of the Committee is to provide cultural advice, guidance, feedback and support around implementation and monitoring of actions, projects and commitments identified in the RAP.

#### 3. Relevant Council Resolutions

Nil.

#### 4. Discussion

The items discussed at the meeting included:

- The potential for a new name for the Committee, acknowledging the scope of their work has expanded beyond the RAP.
- Sharing Dharawal language on digital screens at the Bondi Pavilion.
- An update on the Cultural Audit and Heritage Study.
- Event planning and feedback.
- Updates about the three trainees employed through the Elsa Dixon Aboriginal Employment Program and new Culture Waves funding.
- Repatriation of the Gweagal Spears.

#### 5. Financial impact statement/Time frame/Consultation

Nil.



#### 6. Conclusion

This report provides the minutes of the RAP Advisory Committee meeting held on 15 May 2024 to Council for noting.

#### 7. Attachments

1. RAP - 15 May 2024 - Minutes <u>U</u>.

# Reconciliation Action Plan Advisory Committee Meeting Minutes



#### Wednesday 15 May 2024, 6pm-8pm Queens Park Room

#### 1. Welcome and Acknowledgement of Country

The Chair acknowledged country.

#### Present

Councillors		
Clr Dominic WY Kanak	Councillor (Chair)	
Clr Ludovico Fabiano	Councillor	
Council Officers		
Ben Thompson	Director, Community, Culture and Customer Experience	
Annette Trubenbach	Executive Manager, Community Programs	
Rebecca Rodwell	Manager, Community Planning & Partnerships	
Matilda Brown	Aboriginal Community Development Officer	
Community Member/Organisations		
Earl Weir	Member	
Gene Ross	Member	
Dr Sarah Jane Moore	Member	
Micheal Mahoney	Member	
Kirsty Beller	The Gujaga Foundation	

#### 2. Present/Apologies

Clr Paula Masselos, Emily Scott, Liz Tierney, Brad Franks, Walangari Karntawarra, Clr Kay, Clr Nemesh, Clr Burrill, Clr Kay

#### 3. Acceptance of previous minutes and matters arising

Minutes 6 March 2024 were moved and accepted via email **Moved** – Earl **Seconded** – Sarah Jane

No matters were raised.

#### 4. Local Dharawal Language suggestions for Committee Name

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The Gujaga Foundation will workshop suggestions with their language tutors and will report back to the committee.

The terms of reference (ToR) for the committee will be reviewed that Council consults with the committee on a wider range of issues that just the RAP. Council will then consider and endorse the updated ToR.

#### 5. Bondi Pavilion Digital Screens x Dharawal Language

The Bondi Pavilion team have expressed an interest in integrating Dharawal words across screens in the Pavilion. The committee's feedback was positive as this would support sharing cultures and words more broadly. Matilda to follow up with the Gujaga Foundation about some suggestions.

#### 6. Cultural Audit Update - Gujaga Foundation's recommendation

 A report with the following recommendations will be going to Council for consideration and endorsement on 21 May 2024.

#### Renaming:

- Eora Reserve to Dharawal Reserve
- Cadigal Place to Gadigal Place
- Biddigal Reserve to Bidiagal/Birrabirragal Reserve
- Yulunga Festival We will consider dates and options to plan for this.

#### 7. Heritage Study Update

The draft brief has been finalised. The Heritage Planning team are waiting for the outcome of their grant application before proceeding.

#### 8. Event Planning & Feedback

#### **Reconciliation Week**

- Waverley College Banner & Exhibition Council has been working on a project with Waverley
  College to create street banners which have been hung in Birrell Street and on Campbell
  Parade. The banners were created using aspects of individual artworks from the Aboriginal
  students attending Waverley College. An exhibition of these pieces will be held at the Library
  in August. Thanks to Gene for supporting this project.
- Cultural Protocols Workshop for Council Staff The Gujaga Foundation will be running a workshop for staff at the end of May.

#### NAIDOC

Proud, Proud Woman: A Ruby Hunter Tribute – This exciting tribute concert will be held
on 6 July as part of the Bondi Festival and at the start of NAIDOC week. The family of Ruby
Hunter and Archie Roach are supporting the concert, and Dan Sultan and Emily
Wurramarra will be headlining the show. A big thanks to Earl for his passion and
commitment in making this happen.

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 Journey into the Aboriginal Past of Bondi and Sydney Harbour with Matt Poll to be held on Thursday 11 July from 6-7pm at the Waverley Library. Book Tickets here



NAIDOC in the Park will be held with Randwick Council and Centennial Parklands on Sunday
 14 July. https://www.centennialparklands.com.au/naidoc

Other

 Gudoo with Uncle Dean – Storytelling and BBQ will be held on Sunday June 30 at Bondi Beach.

#### 9. Other Items

#### Elsa Dixon Trainees

We have had 2 trainees start with early education and open spaces. A third will be starting in customer service in the coming weeks.

#### Culture Waves

Council has received funding for the new Culture Waves project which will support young people aged 14-18 to connect with and understand their own and others' cultures. It is important to note that the environment should be culturally safe for Aboriginal people and that they may not feel comfortable sharing aspects of culture.

#### Gweagal Spears

Kirsty spoke about the repatriation of the Gweagal Spears to the La Perouse community and the significance of this for the community. They will eventually be kept in a new visitor centre in Kurnell.

#### 10. Meetings in 2024

Wednesday 18 September

Wednesday 11 December

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# **REPORT FC/5.5/24.11**

Subject: Housing Advisory Committee Meeting - 1 May 2024 -

Minutes

**TRIM No:** SF24/3540

Manager: George Bramis, Executive Manager, Urban Planning

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



#### **RECOMMENDATION:**

That Council notes the minutes of the Housing Advisory Committee meeting held on 1 May 2024 attached to the report.

#### 1. Executive Summary

The Housing Advisory Committee (HAC) held a meeting on 1 May 2024 where a number of housing matters were discussed. Attachment 1 contains the minutes of the meeting. It is recommended that Council notes the minutes.

#### 2. Introduction/Background

The HAC is an advisory body to Council that assists the Council to fulfil its functions. It does not have any delegated authority to act on behalf of Council. The advisory status of the HAC means that it may provide input to Council officers and make recommendations to Council or its Standing Committees.

The role of the Housing Advisory Committee is to assess, consider and provide perspectives and comment/advice/recommendations to Council staff and Council on a range of matters relating to social and affordable housing. The General Manager may also place before the Committee other matters as they think fit where the HAC's input may add value.

The HAC currently comprises the Mayor, two other Councillors, five experts in social and affordable housing who have a demonstrated knowledge of the local area, and one community representative who has a skillset relating to social and affordable housing.

Clause 8.4 of the HAC's Terms of Reference requires the minutes from a HAC meeting to be reported to Council for noting prior to publication on Council's website.

#### 3. Relevant Council Resolutions

Nil.

#### 4. Discussion

The meeting on 1 May 2024 was held in person in the Queens Park Room, with a hybrid/online option for members who could not attend in person. Each member was provided with an agenda prior to the meeting with a summary of the agenda items.

The feedback and comments provided during the HAC meeting will inform the progression of the Council projects discussed.

The minutes from the 1 May 2024 meeting have been confirmed by the HAC members since the meeting.

#### 5. Financial impact statement/Time frame/Consultation

There are no direct financial impacts as a result of the 1 May 2024 HAC meeting.

There are no timing implications or consultation requirements as a result of the HAC.

#### 6. Conclusion

It is recommended that Council notes the minutes of the HAC meeting on 1 May 2024.

#### 7. Attachments

1. HAC - 1 May 2024 - Minutes <u>↓</u> .

#### **Housing Advisory Committee**

Date: 1 May 2024

Time: 5.30 pm - 7:00 pm

Venue: Queens Park Room, Council Chambers



#### **Attended**

#### Members

- Cr Paula Masselos (Chair)
- Cr Sally Betts
- Catherine Gilbert (online)
- Elias McGrath
- Gabriela Quintana Vigiola
- Ryan Van Den Nouwelant

#### **Apologies Received**

- David Johnston
- Mora Main
- Tim Sneesby

#### **Other Attendees**

Cr Ludovico Fabiano

#### **Council Officers**

- Fletcher Rayner Director, Planning, Sustainability and Compliance
- George Bramis Executive Manager, Urban Planning
- Annette Trubenbach Executive Manager, Community Programs
- Leisa Simmons Manager, Housing Programs and Community Support
- Emma Rogerson Senior Strategic Town Planner

Item	
Welcome and Acknowledgement	The meeting commenced at 5.40pm.  Mayor, Paula Masselos welcomed everyone to the meeting, and acknowledged the Bidjigal, Birrabirragal and Gadigal people, and paid respect to all Aboriginal and Torres Strait Islander Elders both past and present.
Subsidised Lease Program	<ul> <li>Emma Rogerson presented on the draft Policy and Program.</li> <li>Comments and questions from HAC members and staff:</li> <li>Discussion ensued regarding the Tenancy Policy and the potential of employing a Buyers Agent.</li> <li>It was confirmed that rental generated from the Whitton Lane commercial tenancy is allocated to the Waverley Affordable Housing Fund.</li> <li>The draft Policy and Program will proceed to a future Council meeting.</li> </ul> Action: Send a progress update on this project to the next HAC meeting on 22 August 2024.

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#### Affordable Housing Delivery Options

Emma Rogerson presented on the Options and outlined next steps.

Comments and questions from HAC members and staff:

### Option 1 Buying existing housing stock from the private housing market for use as social and affordable housing.

- Consider whether it is preferable to buy sites that have development potential rather than expend on purchase only, however it is preferable to add to existing stock.
- Consider using the \$10 million to purchase commercial stock and use the rental for AH units, similar to the Subsidised Lease Program.

### Option 2 Develop new housing stock for use as social and affordable housing on a Council owned-site without partnering with anyone else.

- The Property Portfolio will be reviewed to determine essential stock, however many Council sites are currently revenue raising and are important for Council budget and fiscal responsibility.
- Consider using the existing AH property portfolio (ie sell property and use as
  equity in a redevelopment) or redeveloping sites that have potential to
  increase the number of AH units. This would involve re-classifying from
  community to operational. There is a waiting list for use of AH units.

Option 3 Developing new housing stock for use as social and affordable housing in collaboration with a partner (such as a private landowner, Community Housing Provider or a church group), using either Council-owned land, privately-owned land or a combination of both.

- Consider purchasing a residential stratum within a private development either as a JV or in lieu of a VPA.
- Consider breaking this option down to:
  - 3(a) develop in partnership with Council owned land
  - 3(b) develop in partnership without Council owned land

#### **Option 4 Subsidised Lease Program**

• Consider rent from the program going to a CHP rather than to the private rental market (ie seek CHP rental units to increase the subsidy and/or procure additional stock).

#### General

- Members agreed that all options could work depending on the circumstances and opportunities as they arise.
- A report regarding the Affordable Housing Delivery Options will proceed to a future Council meeting.

**Action:** Send a progress update on this project to the next HAC meeting on 22 August 2024.

#### Domestic and Family Violence Mayoral Minute

The Mayor Cr Masselos outlined the key challenges.

Action: No actions from meeting on this item..

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Next Meeting	The Chair thanked everyone for their contributions. Next meeting will dates are 22 August and 6 November 2024.	
	Meeting closed: 7.00pm.	I

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## REPORT FC/5.6/24.11

Subject: Tender Evaluation - Waverley Park and Hugh Bamford

**Reserve - Sports Field Licences** 

**TRIM No:** A22/0369

Manager: Nikolaos Zervos, Executive Manager, Infrastructure Services

**Director:** Sharon Cassidy, Director, Assets and Operations



#### That Council:

- 1. Treats the tender evaluation attached to the report as confidential in accordance with section 11(3) of the Local Government Act 1993, as it relates to a matter specified in section 10A(2)(d)(i) of the Local Government Act 1993. The tender evaluation contains commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person(s) who supplied it.
- 2. Under section 178(1)(a) of the *Local Government (General) Regulation 2021*, accepts the following preferred tenderers for the licence of sports fields at Waverley Park and Hugh Bamford Reserve, as per the fees set out in the report:
  - (a) East Football Club.
  - (b) Clan na Gael GAC Bondi.
  - (c) Waverley Old Boys Football Club.
  - (d) Eastern Suburbs Combined Primary School Netball Association (ESCPSNA).
  - (e) Queens Park Football Club (Sydney).
  - (f) Waverley Rugby Football and Sporting Club Incorporated.
  - (g) UTS AFC.
  - (h) Maccabi NSW.
  - (i) Double Bay Diamonds Netball Club.
  - (j) Bondi United/ Sydney Roosters.
  - (k) Love Netball.
  - (I) Train with Matty.
- 3. Authorises the General Manager or delegate to complete negotiations and enter into contract on behalf of Council with the preferred tenderers for three years with one two-year option.



#### 1. Executive Summary

Council through the adoption of the Community Strategic Plan and Open Space and Recreation Strategy, has set out its commitment to supporting grass roots community sport and the ongoing social, community, health and wellbeing benefits it provides the community.

Council has entered into licences with sporting clubs for their use of Council managed sporting facilities for many years. With an area of only 9 km2, Waverley has a limited amount of sporting facilities to cater for a very high demand from the local community. Entering licences allows for equitable access to sports facilities for a range of sporting organisations and ensures a consistent and appropriate use of those facilities.

The current sporting licences for winter clubs expired at the end of the latest winter season (31 August 2024). In early 2024, officers commenced a process to establish new long-term licences for several sporting facilities well ahead of the commencement of the next winter season on 1 April 2025.

This report summarises the procurement process undertaken to identify the local sporting organisations with which officers recommend Council enters into licence agreements, with the term of the licences being three years with one two-year option.

#### 2. Introduction/ Background

Council has a long history of supporting its sporting organisations through the provision sporting facilities. The Maragret Whitlam recreation Centre was constructed in Waverley Park in 2012 to provide high quality facilities for use by a wide range of sporting organisations.

In the same year, Council awarded the first sporting licences to local clubs for the use of the facilities within the building and the sporting fields located in Waverley Park. The provision of brand-new facilities and a grandstand along with the surety of tenure that the licence provides have allowed the clubs to flourish in the intervening years.

The new licences were awarded to sporting clubs with a long-standing connection to Waverley identified as home clubs and the clubs were provided a rental subsidy.

The latest licences expired at the end of the winter season in August 2024. The process to award new licences commenced in mid-2024 when the intent to offer licences over the sports fields was publicly exhibited in accordance with s 47A of the *Local Government Act 1993*.

#### 3. Relevant Council Resolutions

Date	Item No.	Resolution		
Finance, Operations and Community	FC/5.1/24.05	That Council:		
Services Committee 7 May 2024		Approves in principle the granting of licences of up to five years for the use of the following sports fields and outdoor courts:		
		(a) Waverley Park Oval.		
		(b) Waverley Park #2 (synthetic).		
		(c) Waverley Park #3.		
		(d) Waverley Park netball courts.		

		,		
			(e)	Waverley Park multi-purpose courts.
			(f)	Waverley Park Southern Club Room (Margaret Whitlam Recreation Centre).
			(g)	Hugh Bamford Reserve sports field.
		2.	Note	es that:
			(a)	A tender process will be undertaken to seek licensees, with a report to be prepared to Council to grant the licences to the preferred tenderers.
			(b)	Rodney Reserve and Barracluff Park are Crown land and will be available for long- term licence agreements following the adoption of plans of management.
			(c)	Dudley Page Reserve is owned by Sydney Water, with public use of the reserve covered under an agreement with Council currently under renewal, and that long-term licences for sporting activities may be granted once agreements are finalised with Sydney Water.
Finance, Operations	FC/5.9/23.11	That	Counc	sil:
and Community Services Committee 7 November 2023		1.	the s	ots new short-term licence agreements with sporting clubs and organisations set out in e 1 of the report for the use of sports fields up L August 2024.
		2.	com	porises the General Manager or delegate to plete negotiations and execute all necessary imentation to finalise the matter.
Finance, Operations	FC/5.2/22.11	That	Counc	sil:
and Community Services Committee 1 November 2023		1.	Gove exhil prop two-	ccordance with section 47A of the Local ernment Act 1993, publicly notifies and bits for a minimum of 28 days Council's local to grant licences of three years with one lyear option for the long-term hire of the wing sports fields and outdoor courts:
			(a)	Waverley Park Oval.
			(b)	Waverley Park #2 (synthetic).
			(c)	Waverley Park #3.
	1	1		

		(d)	Waverley Park netball courts.
		(e)	Waverley Park multipurpose courts.
		(f)	Waverley Park Southern Club Room (Margaret Whitlam Recreation Centre).
		(g)	Hugh Bamford Reserve sports field.
		(h)	Rodney Reserve sports field.
		(i)	Dudley Page Reserve.
	2.	for a	ertakes an expression of interest (EOI) process minimum of 42 days for the long-term hire of ports fields and outdoor courts above.
	3.		ers prepare a report to Council following the period.

#### 4. Discussion

Council enters into licences for its sporting facilities to ensure equitable access for a range of users and to provide a consistent approach to the use of the facilities. It allows Council to demonstrate its commitment to supporting not-for-profit local clubs through the application of subsidies on hire fees.

The fees generated through the licences support the ongoing maintenance of the facilities to ensure they are maintained in a suitable condition to allow for continued operation.

Being only 9 km2, the Waverley local government area (LGA) has limited sporting facilities and very high demand to access our limited sporting facilities. The licensing process allows for the highest efficiency of the use of these limited community sporting facilities.

Key objectives of the winter long-term licence of the facilities include:

- Ensuring the community has equal access to the facilities and clubs to provide equal opportunities in their services and activities.
- Encouraging sporting activities that cater to the community as diverse as possible, including genders, ages and abilities.
- Partnering with responsible operators who undertake reasonable ongoing management of the facility and ensures that the best community outcomes are achieved.

As Council is the appointed Crown Land Manager of Waverley Park and Hugh Bamford Reserve, it is Council's responsibility to manage the sporting facilities in the parks and issue licences for their use in accordance with the *Crown Land Management Act 2016*, *Crown Land Management Regulation 2018* and the *Local Government Act 1993*.

Issuing licences for the facilities for sports use is also authorised in the Waverley Park Plan of Management (adopted 2023) and the Williams Park and Hugh Bamford Reserve Plan of Management (adopted 2020) adopted in accordance with above legislation.

The long-term licence for winter seasons from 2025 to 2030 provides certainty for sports clubs and organisations to allocate training sessions and game days. This helps the viability of the sporting clubs,

which are direct providers of sporting opportunities for our local community, by providing certainty they will have long-term regular winter season access to facilities to enable them to run their programs. The procurement process to identify local sporting clubs to enter into licences for sports fields has been undertaken in two stages: an expression of interest (EOI) process to identify a shortlist of suitable organisations followed by a select request for tender process with applicants required to submit evidence to support their application.

#### Stage 1 - Expression of interest

The EOI sought submissions from suitable not-for-profit and commercial sporting organisations wishing to be considered for a licence for the use of the sporting facilities at the two reserves.

Seventeen submissions were received through this process. The applicants were assessed against a series of criteria including community contribution, community sports and recreation outcomes, financial, governance, and organisation type.

Through the EOI process, 13 sporting clubs were shortlisted: 10 were registered not-for-profit organisations and three were being commercial operators.

Table 1. Sporting clubs successful through EOI process.

Sporting clubs successful through EOI process	
East Football Club	
Clan na Gael GAC Bondi	
Waverley Old Boys Football Club	
Eastern Suburbs Combined Primary School Netball Association (ESCPSNA)	
Queens Park Football Club (Sydney)	
Waverley Rugby Football and Sporting Club Incorporated	
UTS AFC	
Maccabi NSW	
Double Bay Diamonds Netball Club	
Bondi United/ Sydney Roosters	
Love Netball (commercial operator)	
Train with Matty (commercial operator)	
Access Social Sports (Urban Rec) (commercial operator)	

#### Stage 2 - Select request for tender process

The shortlisted clubs identified through the EOI were invited to participate in Stage 2 of the procurement process which was a select request for tender.

Through this process the applicants were asked to provide detailed information in relation to the organisational structure, years of operation, connection to Waverley, participation rates, member demographics, governance and accessibility.

Twelve applicants made a formal application, with Access Social Sports (Urban Rec) (a commercial operator) deciding to not make a submission.

Table 2. Sporting clubs that submitted an application via the select request for tender process.

Sporting Clubs that submitted an application via the select request for tender process
East Football Club
Clan na Gael GAC Bondi
Waverley Old Boys Football Club
Eastern Suburbs Combined Primary School Netball Association (ESCPSNA)
Queens Park Football Club (Sydney)
Waverley Rugby Football and Sporting Club Incorporated
UTS AFC
Maccabi NSW
Double Bay Diamonds Netball Club
Bondi United/ Sydney Roosters
Love Netball (commercial operator)
Train with Matty (commercial operator)

#### Assessment criteria

The Tender Evaluation Panel assessed the submissions against the following criteria.

- Community contribution
  - Demonstrated participation from local community and the connection to Waverley LGA, such as high percentage of members that are local residents.
  - Demonstrated experience in successfully entering into long-term licences and/or partnerships with local councils to use community facilities.
- Community sports and recreation outcomes
  - Activities that provide equal opportunity for sports access for everyone including people with diverse backgrounds, ages, and genders.
- Financial
  - Demonstrated healthy financial position such as no debts to Council.
- Governance
  - o Policies and procedures to create an equitable, safe, and fair club environment, and current insurance for public liability.

The Evaluation Panel members evaluated each submission against the criteria, with a consensus score being agreed upon following discussions at the evaluation meeting. The final evaluation scoring is provided as Attachment 1 to this report.

Through the process all submissions were considered acceptable, and the decision was taken to offer licences to all organisations.

Through the application, all organisations requested times that they would wish to hire the facilities. Most licence applicants applied for more hours than they had under previous agreements with many requesting the same hours for mid-week training sessions.

Following Council's approval to enter into the licences, officers will meet with each applicant to negotiate the allocation of hire time and facilities to be included in the licences.

When considering the allocation of time of use, the following factors will be considered:

- Equitable hours of use between sporting codes ensures our community retains a variety of different sporting activities to choose to participate in their local council area.
- Access to training and competition level sports lighting in winter evenings.

- Limitations on the hours of use that natural turf fields can sustain before they degrade and become unsafe to use and unrecoverable in the season, referred to as the field's carrying capacity.
- Equitably distributing time on facilities for both licenced users and regular hirer bookings such as local schools.
- Hours and time slots provided under prior arrangements extended where possible.

Where it is not possible to offer clubs all the time requested, they will be offered time on other pitches such as Rodney Reserve and Barracluff Park under regular hire agreements.

#### Licence fees

The fees paid by clubs under their licence arrangements are calculated by applying the appropriate not-for-profit or commercial rates from Council's adopted Fees and Charges, and then if applicable the not-for-profit subsidy applied. The level of subsidy provided to clubs has historically been inconsistent. It should be noted that the not-for-profit rates already have a 50% subsidy applied from the standard rates under regular hire agreements and then those on licence have historically received an additional subsidy on top of that 50%.

For the new licences, it is intended that a consistent level of licenced subsidy of 35% be applied so that all the successful local sporting organisations benefit from an equitable level of support from Council. When considering the 50% discount from the hirer rate already applied, the additional subsidy equates to a total discount of 67.5%.

Licence fees for commercial operators will be calculated using the full standard commercial hire rate with no subsidy being applied.

The application of a consistent level of subsidy will impact the existing licenced clubs differently with some seeing a decrease and some an increase in fees. However, the extent of the variance in fees will not be known until the amount of hire time has been agreed with each club.

It is proposed that a fixed annual increase of 3.5% per annum be applied to the licences.

#### 5. Financial impact statement

A high-level comparison based on existing hours of use indicates that the new licences may generate revenue for Council of circa \$200,000 per annum. The revenue generated from the current agreements with these clubs and organisation listed in Table 1 in the 2024 winter season was \$197,658.

The total expenditure on facilities maintenance including capital improvements in financial year 2023-24 was \$591,053 (excluding GST). The revenue generated through the licence fees only goes a short way towards covering the cost of maintaining the facilities annually.

Council through the adoption of the Community Strategic Plan and Open Space and Recreation Strategy, has set out its commitment to supporting grass roots community sport and the ongoing social, community, health and wellbeing benefits it provides the community.

#### 6. Conclusion

This report recommends that Council enters into licences with the organisations listed in Table 2 for sporting facilities at Waverley Park and Hugh Bamford Reserve.

On receipt of Council approval, officers will meet with representatives of each of the clubs to agree on the final hours of use of the facilities to be included in the licences. Negotiations will also be held in relation to the broader terms and conditions in the licence agreements.

When the final details of the licences have been agreed, the General Manager or delegate will execute the licences.

#### 7. Attachments

1. Tender evaluation (confidential) .