



Sustainable Community

This quadrant covers those plans, policies and initiatives that contribute to the development of our community capacity, including our cultural vitality and indigenous and post colonial heritage, our sense of community and connection, as well as a safe, healthy and harmonious living environment. It represents the 'social' component of the quadruple bottom line.

PROGRESS INDICATOR

| | |
|---|------|
| 1 – Completed in accordance with target | (26) |
| 2 – On going but meeting target | (71) |
| 3 – Completed but did not meet target | (2) |
| 4 – On track to meet target | (28) |
| 5 – Not on track to meet target | (3) |

Directions

- C1** Waverley's cultural heritage and diversity is recognised, protected and respected.

- C2** The community is welcoming and inclusive and people feel that they are connected and belong.

- C3** Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.

- C4** Community support services continue to be targeted to and accessible by those who need them most, including children and young people, older people and people with a disability.

- C5** People feel safe in all parts of Waverley.

- C6** Arts and cultural activities foster an involved community and a creative environment.

- C7** Health and quality of life are improved through a range of recreation and leisure opportunities.

Sustainable Community

Strategy: C1a Support programs that celebrate and strengthen our multiculturalism and indigenous culture and cultivate a sense of community appreciation of our cultural heritage and diversity

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|----------------|----------|-------------------------------|
| Planning for a diverse and tolerant community | Monitor and report on community demographics and trends eg. Cultural diversity, age, households, families, owners and renters in Waverley RCP | EM Caring | Report as needed | June 2015 | 2 | |
| | Implement recommendations of the Cultural Diversity 2010 - 2014 Action Plan report on progress | EM Caring | Access and equity report completed | September 2014 | 1 | |
| A coordinated program of social, recreational and cultural events targeting diverse groups | Provide a program of events & activities at various locations in Waverley | EM Enriching | Number of events & programs supporting multiculturalism and Indigenous culture provided annually | Six | 4 | |
| | Provide a program celebrating local history and heritage | | Number of events/programs supporting local heritage | Four | 4 | |
| | Provide events & promotions targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities | | Number of events & promotions supporting multiculturalism and Indigenous culture provided annually | Five | 4 | |

Sustainable Community

Strategy: C1a Support programs that celebrate and strengthen our multiculturalism and indigenous culture and cultivate a sense of community appreciation of our cultural heritage and diversity

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|--|-------------------|--|
| Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley | Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and Indigenous groups | EM Caring | Number and type of partnership activities to strengthen multiculturalism and Indigenous culture provided annually | One | 1 | |
| Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage | <p>Maintain Waverley and South Head Cemeteries</p> <p>Investigate fencing and security options for Waverley and South Head Cemeteries</p> <p>Maintain allotments where maintenance agreements are in place</p> <p>Market maintenance agreements for allotments</p> <p>Provide information about the cemeteries</p> <p>Facilitate searches of cemetery records</p> | EM Clean & Attractive | <p>Number of maintenance agreements for allotments is steady or increasing</p> <p>Number of instances of vandalism in cemeteries is steady or decreasing</p> | <p>> 11,000 (including perpetual care agreements)</p> <p>< One instance per week</p> | <p>5</p> <p>2</p> | <p>The number of families agreeing to site maintenance agreements has been steadily decreasing over the the year due to a belief that our staff will maintain and some indicating that they would rather maintain the allotment.</p> |

Sustainable Community

Strategy: C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---|----------|-------------------------------|
| Affordable and accessible community facilities | Provide a community garden for use by residents and community organisations who lack access to a garden | EM Caring | Build on member numbers | Increase membership | 2 | |
| A coordinated program of social, recreational and cultural events targeting diverse groups | Provide a coordinated program of events for identified target groups including children, youth, seniors ,multicultural groups and people with disabilities. Program to include music, exhibitions, festivals, workshops and special events at Council venues. See deliverable under C1a | EM Caring | Number of programs/ events for different target groups provided annually Number of participants per year. | Minimum 50 Council events/ activities and 8 programs per year. | 2 | |

Sustainable Community

Strategy: C2a Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|----------------|----------|-------------------------------|
| Provide a range of venues and places for hire and accessible to the local community and corporate sector. | Coordinate regular hirers of community venues to provide a varied program of activities and services to the community. | EM Enriching | Usage levels | June 2015 | 2 | |
| Market and promote facilities and resources | Regular review & update communications material. | | Materials updated annually. | June 2015 | 4 | |
| Accessible cemetery services for interments, memorials and associated ceremonial activities | Provide interments and associated services | EM Clean & Attractive | Number of interment services provided at our cemeteries annually is steady or increasing | > 172 per year | 4 | |

Sustainable Community

Strategy: C2b Encourage and foster community pride through community groups and volunteering initiatives such as the 'Civic Pride' program

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|----------------|----------|-------------------------------|
| Programs which encourage volunteering including civic pride and bush care that enhance community cohesion | Continue a diverse program to recruit volunteers for community organisations and to assist Council services in their volunteer recruitment drives | EM Caring | Continued support of volunteer based services, create volunteering projects as opportunities arise. | 100% Supported | 2 | |
| | Support community gardening activities and report to Council on Public Gardening Policy trial recommendations. | | Number of workshops per year | Minimum of six | 2 | |
| | Provide a program of Recognition & Awards (Garden Awards, Local Hero and Volunteer Breakfast) | | Number of recognition events | Two | 2 | |
| | Continue shared garden program and other civic pride initiatives continued | | Number of sites initiated in partnership with volunteers | Two | 4 | |
| | Support bushcare program through skills and capacity development, promotion and recruitment | EM Sustainable | Regular / workshop / meetings to support bushcare program | June 2015 | 4 | |
| | Develop guidelines for placement of signage and memorials in parks and open spaces to support implementation of Council's Sponsorship and Donations Policy. | | | | | |

Sustainable Community

Strategy: C2c Provide a socially inclusive, vital and welcoming library service that supports the educational, social and recreational needs of the community.

| Deliverable | Actions | Sub service/ reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|---|--|--|
| A vibrant and relevant Library space that meets user needs | Implement and upgrade Library spaces | EM Enriching | Implementation of schedule stages in revitalisation plan | December 2014 | 1 | |
| Programs, events and activities that meet community needs and interests | Implement annual schedule of events, public programs, exhibitions and activities Implement Waverley Library NIB Literary Award | EM Enriching | Annual activities program produced and delivered. Successful delivery of annual award program | December 2015 | 4 2 | |
| Current and relevant Library collections and services | Provide collections which are relevant and responsive to community demands Implementation of new improved Library web pages Increase community access to library e resources | EM Enriching EM Enriching | Number of Library members Number of loans per year Number of visits in person in the library Webpages upgraded Visits via Library website Number of e books and e audio books held and loaned Service level established | >28,000 >500,000 p.a. 450,000 p.a December 2014 >50,000 p.a Number held > 2,000 Number loaned > 3,500 December 2014 >20,000 | 5 4 4 3 4 4 4 4 | Decreasing memberships is a trend throughout the public library network currently. More use of in-house & remote services is very evident. Promotion of services will be taking place in the coming months. Web site upgrade funding and project plan is due for completion by December 2015. |

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Strategy: C2c Provide a socially inclusive, vital and welcoming library service that supports the educational, social and recreational needs of the community.

| Deliverable | Actions | Sub service/ reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|---------------|----------|----------------------------|
| A range of relevant and reliable information and technology services | Increase community access to library e resources | EM Enriching | Add 1,000 new e resources | June 2015 | 4 | |
| Stronger connections and partnerships with the community that encourage participation in the Library and its services and promote the Library as a community learning hub | Complete a survey of patron usage and expectations of services in the reference library | EM Enriching | Survey completed | December 2014 | 1 | |
| Market and promote Library services, facilities and resources, including e-resources | Develop Library marketing strategy | EM Enriching | Developed Marketing strategy and implementation commenced | June 2015 | 4 | |

Sustainable Community

Strategy: C3a Promote a mix of housing types in new developments, including housing that is affordable and accessible

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|--------------------|----------|-------------------------------|
| Planning controls that support the provision of affordable housing through WLEP 2012 CI 4.4(b) or monetary contributions generated by Voluntary Planning Agreements towards affordable housing. | Review development applications relating to the use of CI4.4(b) in WLEP 2012, the use of VPAs or applications under the Affordable rental Housing SEPP | EM Shaping | Number of affordable housing units in Council ownership | Retain or increase | 2 | |
| | Implement planning controls that seek to retain existing affordable housing | | Percentage of new affordable housing recommendations implemented | 100% | 2 | |

Sustainable Community

Strategy: C3b Ensure Council's own portfolio of housing is affordable and accessible

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|-------------------------------------|----------|-------------------------------|
| Social housing for older people, people with a disability and families on low to middle incomes | Provide a range of social housing options | EM Caring | Number of social housing units | 54 units or more | 2 | |
| | Where possible acquire additional units of social housing | | Ensure Program operations are efficient and effective | Report program performance annually | 2 | |
| | Develop and implement annual asset maintenance plan | | Plan is implemented within the year | June 2015 | 2 | |
| Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA | Provide a range of affordable housing options | EM Caring | Number of affordable housing units in Council ownership | 22 units or more | 2 | |
| | Invest affordable housing reserves in additional stock for the program | | Report to Council | February 2015 | 2 | |
| | Where possible acquire additional units of affordable housing | | Annual Report performance | June 2015 | 2 | |
| | Collect data on tenant profile for social and affordable housing | | | | | |

Sustainable Community

Strategy: C3c Investigate and pursue housing initiatives through joint venture and other forms of partnership opportunities

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|----------------|----------|-------------------------------|
| A working group to develop local and regional partnerships to address homelessness | Convene meetings of the Waverley Homeless Coalition to respond to Federal and State Government initiatives , and develop local strategies to address homelessness | EM Caring | Number of partnerships that support needs of homeless people | At least three | 2 | |

Sustainable Community

Strategy: C4a Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|-------------------------|----------|-------------------------------|
| High quality affordable long day care and family day care for children aged birth to five years and holiday and recreational programs for preschool children | Provide long day care for children aged birth to five years | EM Caring | % of long day care places utilised | 97% per annum | 2 | |
| | | | Number of children in long day care per day | Minimum of 275 | 2 | |
| | | | Percentage of services maintaining National Quality Standards | 100% | | |
| | | | Satisfaction score from annual early education centre and family day care services user survey. | At least 75% | 2 | |
| | Provide family day care for children aged birth to five years | | Number of full time equivalent children in family day care per week | December 2014 | 1 | |
| | Provide holiday and recreational programs for preschool children | | Number of preschool children in holiday programs | At least 20 per program | 1 | |

Sustainable Community

Strategy: C4a Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|----------------------|----------|-------------------------------|
| Support to families and their children aged from birth to five years including parenting programs and counselling | Provide specific support to families and their children aged from birth to five years | EM Caring | Number of families in parenting education & support programs annually | At least 80 | 2 | |
| | Coordinate a program of parenting education and support programs | | Number of places provided for children with additional needs annually | At least 25 places | 2 | |
| | Provide places in Council's Early Education Centres for children with additional needs | | Number of families in case management and/ or counselling annually | At least 40 families | 2 | |
| | Provide family case management and counselling | | Number of community participants at the 'Transition to School' forum | 100 participants | 2 | |
| Provide community information forums about children's services | | | | | | |
| An increase in the number of child care places provided by Council | Increase number of places for children available in the Family Day Care program | EM Caring | Number of additional family day care places | 20 additional places | 1 | |

Sustainable Community

Strategy: C4a Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|-----------------------------|----------|-------------------------------|
| Recreational, educational and social initiatives for young people | Provide a coordinated school holiday program for school children of all ages | EM Caring | Number of holiday programs delivered per annum | Four | 2 | |
| | | | Qualitative satisfaction survey with benchmark target to be developed | Survey completed March 2015 | 2 | |
| High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion | Implement Council's external review of the Seniors Centre and meals on wheels service models Provide a Waverley Home Library Service Provide activities and events for older people at Bondi Pavilion | EM Caring EM Enriching | Recommendations implemented | December 2014 | 1 | |
| | | | Number of Home Library Service users and loans per annum | >140 >15,000 p.a. | 4 | |
| | | | Satisfaction rating on biennial client survey | >80% | 4 | |
| | | | Number of programs at Bondi Pavilion per month | Average of four per month. | 2 | |

Sustainable Community

Strategy: C4a Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|----------------|----------|-------------------------------|
| Services for the over fifties including a seniors centre that offers recreational, physical, educational and social activities | Operate the Waverley Community & Seniors Centre and provide a varied program , activities and events for older people. | EM Caring | Average monthly attendance at Seniors Centre maintained or increased | 1700 per month | 2 | |
| | | | Number of programs/ activities provided per week at Seniors Centre for older people | At least 25 | 2 | |
| Services to adults with mild intellectual disability to promote independent living | Provide a program of classes and courses aimed at improving independent living skills for people with mild intellectual disability | EM Caring | Number life skills courses held annually | 12 | 2 | |
| Individual support and medium term accommodation places for people with mild intellectual disability | Provide subsidised rental accommodation places for people with intellectual disability. | EM Caring | Number of people with intellectual disability provided with subsidised rental accommodation places | 9 | 2 | |
| Individual support and medium term accommodation places for people with mild intellectual disability | Provide individual and group support and case management services for people with mild intellectual disability | | Number of people with mild intellectual disability provided with support annually | 20 | 2 | |
| | | | Satisfaction rating on annual client survey | Minimum of 90% | 2 | |

Sustainable Community

Strategy: C4a Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|-------------|---|--------------------------------------|-------------------------------|--------|----------|-------------------------------|
| | Manage changes related to funding reform Adapt service finding process in response to state and federal funding changes. | EM Caring | New funding agreements signed | 5 | 1 | |

Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|-----------|----------|-------------------------------|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups | Provide subsidised accommodation for identified groups | EM Caring | Percentage of subsidised accommodation provided to priority groups including Bondi Beach Cottage, Bridge Housing, Grace Child Care Centre, Junction House, Kindamindi, Bondi Toy Library, Playgroups, ECHO Neighbourhood Centre, EATS (Eastern Area Tenants Services), Computer Pals, Waverley Drug & Alcohol Centre, Randwick/ Waverley Community Transport, WAYS Youth Service | 100% | 2 | |
| | Implement new tenancy arrangements according to Council Community Tenancy Policy | EM Enriching | New agreements implemented as leases/licenses fall due | June 2015 | 2 | |

Sustainable Community

Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|--------------------------|----------|-------------------------------|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups | Provide support and resources to services/community groups and interagencies to improve planning and quality programs for specific target groups as per service agreements with the State Government | EM Caring | Activities including forums, training sessions and directories as agreed | Seven | 2 | |
| | Maintain and enhance communication via Council's website through e newsletters. | | Number of e newsletters per year | 2 e - newsletters a year | 1 | |

Sustainable Community

Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|---|----------|-------------------------------|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups | Provide funding through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally | EM Caring | Level of funding provided annually through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally delivering cultural, recreational and social outcomes | <p><u>Family & Community:</u> Bondi Beach Cottage (up to \$7,615) Community Transport (up to \$17,240) Norman Andrews House (up to \$35,770) Minefields (\$350) EATS (Up to \$15,940)</p> <p><u>Children:</u> Bondi Toy Library (up to \$20,000) OSH Services (up to \$2,410) Francis St Playgroup (\$865)</p> <p><u>Youth:</u> WAYS (up to \$70,310) Bondi Outreach Service (up to \$46,600)</p> <p><u>Older People and those with a Disability:</u> JNC for ECHO (up to \$17,880) Junction House (up to \$36,400)</p> | 2 | |

Sustainable Community

Strategy: C4b Build capacity of and provide support to community organisations to improve their ability to plan, deliver and evaluate services to the community

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|----------------|----------|-------------------------------|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups | Provide funding through the small grants program for community groups delivering cultural, recreational and social outcomes | EM Caring | Level of funding provided annually through the small grants program for community groups delivering cultural, recreational and social outcomes | Up to \$80,000 | 2 | |
| | Monitor Community Grants Program recipients to ensure their funding and support provided meets social outcomes identified in WT3. | | Percentage of grant recipients who meet strategic Planning priorities | 100% | 4 | |

Strategy: C4c Collect and analyse and interpret emerging social trends, contemporary research and government initiatives to inform the services provided by Council and its partner agencies

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|----------------|----------|-------------------------------|
| Up to date and accessible community profile and demographic information | Ensure Council's online profile is maintained and updated. | EM Caring | Reviewed and updated annually | September 2014 | 2 | |
| Documented research on key issues including safety, housing, children, ageing | Completed social planning research for identified priority issues including Older Persons Housing Needs. | EM Caring | Number of social planning research reports completed and published to Council's web site annually | Two | 2 | |

Sustainable Community

Strategy: C5a Maintain safety in public areas such as streets, malls, parks and beaches; prioritise specific areas for safety and crime prevention programs; manage alcohol related issues and support vulnerable groups.

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|--|----------------------------|-------------------------------|
| Implementation of Community Safety Plan | <p>Work with Police on community safety initiatives</p> <p>Safety audits of Bondi and Bondi Junction Place undertaken and actions implemented</p> <p>Issues from audits that require attention actioned</p> <p>Alcohol free zones signs audited and maintained as required</p> | EM Safe | <p>Meetings or workshops held per year</p> <p>Number of safety audits of Bondi and Bondi Junction undertaken annually</p> <p>Condition and location of alcohol free zone signs audited</p> | <p>4</p> <p>At least two</p> <p>October and April annually</p> | <p>2</p> <p>2</p> <p>2</p> | |
| A summer strategy for Bondi to promote a safe and enjoyable environment at peak times | Safe Summer program implemented, including safety initiatives, crowd management, events and promotion. | EM Safe | Safe Summer Initiative evaluated annually | Annually | 2 | |
| Investigate closed circuit TV | Working group to continue further investigations of closed circuit TV in key Waverley locations. | EM Safe | Report to Community Safety Advisory Committee | November 2014 | 1 | |

Sustainable Community

Strategy: C5b Continue to strengthen community safety and crime prevention partnerships with police, licensees, businesses, youth organisations, schools, regulatory and emergency services, other agencies and community organisations

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|---|----------|-------------------------------|
| Support for the operation of a Community Safety Committee | Initiate, contribute to and support community safety programs and activities with reference to Waverley's Community Safety Plans. | EM Safe | Composition of Community Safety Advisory Committee includes a broad range of groups that are representative of the community | Representation includes Police and at least three other community interest groups | 2 | |
| Provide emergency management including support for Waverley/ Woollahra SES | Provide accommodation and other support for Waverley/ Woollahra SES Meet regularly with Waverley/ Woollahra SES Controller Maintain up to date Disaster Management Plans | EM Safe | Disaster Management Plan (DISPLAN) reviewed and kept up to date | 100% | 2 | |

Sustainable Community

Strategy: C5c Maintain a high level of beach safety at Bondi, Bronte and Tamarama

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|--|----------|-------------------------------|
| A Lifeguard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches | Roster Lifeguards for year round operations at Council's beaches | EM Safe | Number of lives lost by drowning on Council's beaches annually | No Drownings | 2 | |
| | Undertake patrols of beaches to maintain surf safety | | Number of serious injuries on Council's beaches annually | Less serious injuries than previous year | 2 | |
| | Undertake rescues, provide first aid and Customer Service on Council's beaches | | Number of rescues undertaken on Council's beaches annually compared to number of users | Less rescues per 10,000 users than previous year | 2 | |
| | Work with surf life saving clubs and volunteer lifesavers | | Percentage attendance by volunteer surf life savers on weekend and public holiday | 100% | 2 | |
| | Recruit and provide induction and training for Lifeguards for summer season | | | | | |

Sustainable Community

Strategy: C5c Maintain a high level of beach safety at Bondi, Bronte and Tamarama

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|---|------------|-------------------------------|
| A program of Surf Awareness/ Education Programs | Develop Surf Awareness/ Education Programs Present Surf Awareness/ Education Programs Review the format, content and provision of Surf Awareness/ Education Programs presented | EM Safe | Number of surf education programs including initiatives for targeted vulnerable groups presented each year | At least 10 programs including one for targeted vulnerable groups | 2 | |
| Financial and other support to surf lifesaving clubs in the Waverley area for volunteer lifesaving programs | Provide support to surf lifesaving clubs in the Waverley Support facilitation of works at Surf Clubs | EM Safe | Level of funding or other support provided annually to surf lifesaving clubs in the Waverley area Facilitate communications between Surf Club and Council. | = or > previous year As required | 2 2 | |

Strategy: C5d Assist in the maintenance of public health

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|---|----------|-------------------------------|
| Health, food and hygiene inspections undertaken | Undertake inspections of registered food premises Undertake inspections of registered hair and beauty premises | EM Safe | Percentage of inspections undertaken compared to number of premises that require inspection | > 80% subject to resource availability | 2 | |

Sustainable Community

Strategy: C6a Enrich community's cultural life and support life long learning through a variety of cultural events and activities, balancing the needs of residents and visitors

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|---|----------|-------------------------------|
| A diverse and exciting range of arts and cultural events across Waverley | Provide arts and cultural events across Waverley including events provided in collaboration with external organisations | EM Enriching | Number and type of arts and cultural events held annually | At least 40 | 2 | |
| | Provide support to community organisations delivering cultural community benefits that align with Council priorities | | Participant surveys | 80% satisfaction | 2 | |
| | | | Number of collaborative arts and cultural events held annually supported by Waverley Council | 20 | 2 | |
| Financial and other support to arts and cultural programs in the Waverley area | Provide funding through the Community Grants Program to cultural organisations | EM Caring | Level of funding annually to arts and cultural programs in Waverley | Up to \$7,870 for Waverley Band and Waverley Philharmonic Orchestra | 1 | |
| | | | | \$10,465 to Sculpture by the Sea | 1 | |
| | | | | \$5000 for Mayor's Prize at Sculpture by the Sea | 1 | |

Sustainable Community

Strategy: C6a Enrich community's cultural life and support life long learning through a variety of cultural events and activities, balancing the needs of residents and visitors

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---|----------|-------------------------------|
| Financial and other support to arts and cultural programs in the Waverley area | Fund Waverley Art Prize annual competition at Waverley School of Arts | EM Enriching | Level of funding annually to arts and cultural programs in Waverley | Up to \$8176 to Kiteflyers Association | 1 | |
| | Work in Partnership with Waverley Woollahra Art School for the planning and delivery of Waverley Art Prize | | | Up to \$8,000 for Waverley Art Prize – Review | 1 | |
| | Report on the delivery of key milestones for the Resident Theatre Program funding | | Level of funding and in kind support provided annually to resident theatre company depending on agreement | Up to \$75,000 | 1 | |

Sustainable Community

Strategy: C6a Enrich community's cultural life and support life long learning through a variety of cultural events and activities, balancing the needs of residents and visitors

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|------------------------|----------|-------------------------------|
| Implementation of Arts Plus Plan | Deliver Arts Plus Implementation Plan | EM Enriching | Number of arts, entertainment and cultural initiatives developed annually from Arts Plus | One | 2 | |
| | Deliver the Artist in Residence Program | | Number of artists involved in program | Minimum of 6 per annum | 2 | |
| Funding sought from other levels of government and business to develop and provide arts, entertainment and cultural events in Waverley | Develop and submit submissions for funding and awards to celebrate and support arts and cultural events | EM Enriching | Number of successful grants and awards applied for | 3 | 2 | |
| | Encourage arts and cultural support and partnerships with local businesses | | Number of proposals presented | At least ten | 2 | |

Sustainable Community

Strategy: C6b Encourage the arts in public places and public art in private developments

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--------------------------------|---|--------------------------------------|--|---|-------------------|------------------------------------|
| Art in the public space | <p>Support Public Art Committee</p> <p>Maintain public art inventory and develop public art maintenance plan</p> <p>Implement Public Art Policy including development of Public Art Masterplan and review of Public Art in the private domain guidelines.</p> | EM Enriching | <p>Percentage of actions within adopted plan that are implemented annually</p> <p>Public art inventory and maintenance plan complete</p> <p>Public Art Master plan adopted by Council</p> <p>Percentage of public art in private domain projects in identified developments</p> <p>Relevant Public Art Committee work plan actions are implemented</p> | <p>December 2014</p> <p>February 2015</p> | <p>1</p> <p>3</p> | The Plan was adopted in March 2015 |
| A public art trail in Waverley | Further develop and promote Public Art Trail. | EM Enriching | Plan completed, promotional material finalised and available to the public | December 2014 | 1 | |

Sustainable Community

Strategy: C6c Foster and create opportunities in the creative sector to retain local artists and cultural providers in Waverley

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---|----------|-------------------------------|
| Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities | Provide support and advice to assist artists and others to hold arts and cultural events and activities | EM Enriching | Number of events supporting artists | 12 | 2 | |
| | | | Consult & Evaluate if its effective | Evaluation complete | 4 | |
| | Provide a range of affordable and accessible venues to assist artists and others to hold arts and cultural events and activities | | Percentage of available venue hire hours in Library exhibition areas, School of Arts and Bondi Pavilion used as a percentage of hours available | Library: >70% Bondi Pavilion & School of Arts: > 50% | 4 | |
| | Support creative industries development activity in Waverley in support of Waverley's economic development strategy. | | Number of new creative industry development initiatives implemented. | 2 | 2 | |

Sustainable Community

Strategy: C7a Retain, protect and Improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) | |
|---|---|--|--|---|---------------|-------------------------------|--|
| Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces | Adopt Bondi Beach, Park and Pavilion Plan of Management. | EM Creating | Plan in place | June 2015 | 1 | | |
| | Develop an Open Space Strategy | | Open Space Strategy Completed | June 2015 | 1 | | |
| Sustainable, well maintained and well used recreation facilities | Provide management systems to implement licences and conditions for use of recreation facilities | EM Enriching | Process documented and licenses completed | June 2015 | 4 | | |
| | Finalise outstanding trials of dog exercise zones | EM Safe | Completed, management ongoing | December 2015 | 1 | | |
| | Deliver Margaret Whitlam Recreation Centre plans and policies to ensure a facility of best practice | Review the provisions of exercise stations | EM Enriching | Website updated and new signage finalised | June 2015 | 4 | |
| | | | | Report delivery against Margaret Whitlam Recreation Centre key performance indicators | June 2015 | 4 | |
| | | | | Project Completed | June 2015 | 4 | |
| | | | | Project Completed | November 2014 | 1 | |
| Review of open space hire guidelines | | | | | | | |
| 2008 Recreation Needs Study implemented | Continue to implement priority actions in relation to recreation facilities in Waverley | EM Safe | Percentage of priority actions for the Recreation Needs Study complete | 100% | 2 | | |

Sustainable Community

Strategy: C7b Plan and prioritise future recreation and leisure facilities based on regional as well as local needs, using appropriate data and trends

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|-----------------------------------|--|---|----------|----------------------------|
| Recreation opportunities provided in response to community needs | Carry out activities which support local sport and recreation groups | EM Safe | Mayor's Bowls Cup delivered | September 2014 | 1 | |
| | | | Club development opportunities promoted & delivered. | June 2015 | 2 | |
| | Develop recreation opportunities that reflect community diversity at the Margaret Whitlam Recreation Centre. | | Sport court and centre usage numbers | 80% of available hours (sports court) 30,000 visits p.a. | 2 | |

Sustainable Community

Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|-----------------------------------|--|---------------|----------|----------------------------|
| Active and passive recreation facilities provided on Council land or through joint ventures | Finalise arrangements of potential for tennis and or Netball court operations in Waverley Park | EM Safe | Report to Council | December 2014 | 1 | |
| Sporting fields and other active recreation facilities upgraded | Reconstruct Bocce Court depending on funding | EM Safe | Completion within 3 months of commencement | December 2014 | 5 | Due to commence June 2015 |
| | Improve lighting in Waverley Park | | Within schedule to allow other works | June 2015 | 2 | |
| | Develop a masterplan for Rodney Reserve upgrades for the purpose of community consultation. | | Master Plan developed | June 2015 | 2 | |

Sustainable Community

Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|--|----------|-------------------------------|
| Playgrounds upgraded | Implement Playground Strategy (to be adopted) | EM Safe | Finished cost for projects and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable June 2014 | 2 | |
| Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves | Undertake works arising from Park Plans of Management (POM) | EM Creating | Finished cost for projects and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | |
| | Implement Bondi Park and Beach plan of management | | Finished cost for projects & time to complete compared to agreed budget & timetable | With + or – 10% of agreed budget & completed within 6 months of agreed timetable. | 4 | |
| | Develop Parks signage and way finding strategy | | Strategy completed | June 2015 | 4 | |

Sustainable Community

Strategy: C7c Provide and support a broad range of facilities and activities to improve the physical and mental health of community members

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|--|----------|-------------------------------|
| Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves | Detailed design and construction of amenity building, Waverley Park | EM Clean & Attractive | Finished cost for project and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed | 1 | |
| | Implement promenade seating project in Tamarama Park | EM Creating | Finished cost for project and time to complete compared to agreed budget and timetable | Finished cost is within + or – 10% of agreed budget and completed within 6 months of agreed timetable completed. | 4 | |

Sustainable Living

This quadrant refers to those plans, policies and initiatives that support the liveability and economic vitality of the Waverley area. It covers everything from place management strategies to improve the look and feel of villages and town centres and promote economic development, through to planning for the best built form and better transport, parking and access. It represents the 'economic' component of the quadruple bottom line

PROGRESS INDICATOR

| | |
|---|------|
| 1 – Completed in accordance with target | (19) |
| 2 – On going but meeting target | (70) |
| 3 – Completed but did not meet target | (2) |
| 4 – On track to meet target | (33) |
| 5 – Not on track to meet target | (5) |

Directions

- L1** Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.

- L2** Visitors and tourists are welcomed and make a positive contribution to the community and economy.

- L3** Waverley's public places and spaces look and feel good.

- L4** The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated.

- L5** Buildings are well designed, safe and accessible and the new is balanced with the old.

- L6** Streets are safe and vibrant places which facilitate movement and interaction.

- L7** People frequently walk and ride their bikes, particularly for local trips.

- L8** Improved quality, integration and increased frequency of public transport in Waverley.

- L9** Parking, both on-street and off-street, is equitably accessed and effectively managed.

Sustainable Living

Strategy: L1a Reinforce Bondi Junction's role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|-------------------------------|----------|-------------------------------|
| Initiatives implemented to encourage visitation and stimulate economic activity | Annual marketing and promotions plan developed and implemented to enliven public open spaces and encourage visitation to Bondi Junction | EM Shaping | Number of initiatives implemented to encourage visitation | At least 4 | 2 | |
| | Conduct Pedestrian Count on Oxford Street Mall | | Number of pedestrian counts on Oxford Street Mall | 1 Pedestrian Count | 2 | |
| | Review Oxford Street Mall outdoor markets licence and activities | | Frequency of meetings held with operator | Quarterly | 2 | |
| | Produce seasonal banner displays in Oxford St Mall | | Number of banner changes | At least 4 | 2 | |
| | Undertake lighting and risk audits at night on Oxford Street and Waverley Street Malls | EM Enriching | Number of audits conducted | 2 annually (November and May) | 2 | |
| | Encourage use of Oxford Street Mall for commercial and community promotional activities | | Number of permits issued | At least 20 | 2 | |
| | Manage and issue permits for activities | | Policy submitted to Council for approval | June 2015 | 4 | |
| | Review Oxford Street Mall policy for approval by Council | | | | | |

Sustainable Living

Strategy: L1a Reinforce Bondi Junction’s role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|--|----------|-------------------------------|
| Improved communication with major Bondi Junction stakeholders | Support and attend meetings of the Waverley Business Forum Meet with Bondi Junction business stakeholders regularly | EM Shaping | Number of business forums, Chamber of Commerce, BEC and other business group attended annually | At least three business forum meetings and six other meetings with other business stakeholders per annum | 2 | |
| Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process | Development applications for works within the private and public domain in Bondi Junction commercial precinct assessed against relevant “Place Making Principles” and guidelines in Part F1 of Waverley DCP 2006 | EM Building | Percentage of development applications assessments for major private developments that applied ‘Place Making’ principles within Bondi Junction commercial precinct | 100% | 2 | |
| Bondi Junction Complete Streets study adopted, recommendations implemented | Bondi Junction complete streets recommendations implemented | EM Creating | Recommendations implemented as per schedule | 100% | 4 | |

Sustainable Living

Strategy: L1a Reinforce Bondi Junction's role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------|--|------------------|----------|----------------------------|
| Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works | <p>Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved</p> <p>Enforcement of development approvals and building work compliance</p> | EM Creating | Change in complaints received in relation to of public domain works and private development works in Bondi Junction from base year 2009-10 | < than base year | 2 | |

Sustainable Living

Strategy: L1b Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|---|----------|-------------------------------|
| Initiatives and programs implemented to increase visitation and economic activities | Annual marketing and promotions plan to increase visitation and economic activity developed and implemented | EM Shaping | Number of initiatives implemented to encourage visitation | At least 3 | 2 | |
| | Advise businesses of sponsorship and participation opportunities associated with activities and promotions | | Number of business who sponsor or participate in programs and activities | At least 4 | 2 | |
| Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process | Assess and approve development applications for Bondi place making in line with Councils planning controls and policies | EM Building | Percentage of development applications assessments for major private developments that applied 'Place Making' principles within Bondi's commercial precinct | 100% | 2 | |
| Public domain works undertaken as part of overall Design Framework for Bondi Beach | Undertake Bondi Beach Design Framework public domain works Performance against budget and delivery timeline monitored closely and variances reported | EM Creating | Finished cost for projects and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | |

Sustainable Living

Strategy: L1b Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---------------------|----------|-------------------------------|
| Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works | Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved | EM Creating | Change in complaints received in relation to of public domain works and private development works at Bondi Beach from base year 2009-10 | Less than base year | 2 | |
| | Enforcement of development approvals and building work compliance | EM Building | Percentage of complaints investigated to agreed service standards timetable | 100% | 2 | |
| Sustained and diverse mix of commercial activity | Conduct Business Occupancy and Tenancy Mix Audits to monitor trends and identify gaps | EM Shaping | Business Occupancy and Tenancy Mix Audits conducted | At least 2 | 2 | |
| | Promote diverse range of business operating in commercial areas and villages | | Number of promotions | At least 2 | 2 | |

Sustainable Living

Strategy: L1c Support the creation of jobs and business opportunities in Waverley commercial areas including its villages and neighbourhood centres

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|-----------------------------------|---|-------------------|----------|----------------------------|
| Programs and initiatives implemented to sustain visitation levels and commercial viability | Annual marketing and promotions plan to increase visitation and economic activity developed and implemented | EM Shaping | Number of initiatives implemented to encourage visitation | At least 3 | 2 | |
| Up to date and accessible business start-up and development information on Council's business webpage | Business Page on Council website to provide relevant information and links to relevant Council areas and forms, rules and regulations to meet business needs | EM Shaping | Business Page audited regularly | At least 4 audits | 2 | |

Sustainable Living

Strategy: L1d Create vibrant public places through the support and provision of a range of community and visitor related activities

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|-----------------------------------|---|-------------|----------|----------------------------|
| Programs, activities and events enliven public places | Initiatives and programs implemented to increase visitation, economic activity and employment opportunities | EM Enriching | Range of activities implemented public places in commercial centres | At least 3 | 2 | |
| | Undertake surveys to measure level of community and visitor participation | | Community and visitor participation in programs and activities | At least 1 | 1 | |
| | Manage outdoor markets and mobile vending licenses and activity in Bondi. | | Licence compliance and requirements implemented | 100% | 4 | |
| | Manage and issue permits for commercial and community activities in commercial centres | | No of permits issues | At least 50 | 4 | |

Sustainable Living

Strategy: L2a Develop and implement tourism initiatives to benefit the local economy and community

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|---------------------------------------|--|--|-------------------------------------|---|
| Visitor information promotes shopping, dining and recreational experiences. | <p>Visitor information marketing and material to promote diversity of shopping areas, dining, cultural and recreational experiences available</p> <p>Visitor information page and on-line resources audited regularly to ensure relevance</p> | EM Shaping | <p>Number of marketing material, guides and maps produced</p> <p>Information on visitor information page is timely and relevant</p> | <p>At least 2</p> <p>100%</p> | <p>5</p> <p>5</p> | To be included in the Economic Development Strategy |
| Programs and events benefit both visitors and the local community. | <p>Support tourism research to identify Bondi demographics to inform development of tourism programs and initiatives.</p> <p>Deliver and manage a range of Council and Commercial events to suit a range of interests</p> <p>Develop and deliver a program to increase winter visitation levels in Bondi.</p> <p>Manage Wayfinding signs contents (map and information posters) in Bondi, Bondi Road and Rose Bay</p> | <p>EM Shaping</p> <p>EM Enriching</p> | <p>Tourism research undertaken</p> <p>Public place events addressed in accordance with Council's Events Policy</p> <p>Winter program implemented</p> <p>Signs audited annually</p> | <p>1</p> <p>At least 3</p> <p>100%</p> <p>100%</p> | <p>1</p> <p>4</p> <p>4</p> <p>2</p> | |
| Regular communication with tourism providers and organisations | Attend meetings with tourism providers and organisations | EM Shaping | Number of meetings attended | At least 4 | 2 | |

Sustainable Living

Strategy: L2b Ensure visitor related activities contribute positively to the local community and economy

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|---|----------|-------------------------------|
| Visitor management and safety program implemented. | Develop and implement summer safety and education program "My Bondi Summer" | EM Enriching | Summer visitor management and education program implemented | 1 | 1 | |
| | Review Bondi Beach WiFi trial and investigate opportunities for other locations | | Report to Council | October 2014 | 1 | |
| Safety and environmental messages are visible to and accessible to visitors and tourists at Waverley's beaches | Replace and/or upgrade signage in commercial areas as required by Place Management Audit | EM Safe | 90% of signs replaced | June 2015 | 2 | |
| | Distribute brochures and safety information available to visitors at information centres and tourism associated businesses | | Number of distribution outlets | At least 10 | 2 | |
| An excessive noise compliance program | Receive noise complaints | EM Safe | Number of noise complaints received annually compared to base year 2009-10 | Reduction in noise complaints that are sustained is = or < than base year | 2 | |
| | Investigate noise complaints | | | | | |
| | Issue fines or take other enforcement action under the <i>Protection of the Environment Operations Act 1997</i> when required to deal with noise pollution | | | | | |
| | | | Commence investigation of complaints within 21 days of receipt | 100% | 2 | |
| | | | Take enforcement action for non compliance | 100% | 2 | |

Sustainable Living

Strategy:L3a Ensure that public places are clean and well maintained

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|-----------------------------|----------|-------------------------------|
| Improved coordination of public place services to commercial centres | Hold meetings between auditor and relevant managers to monitor provision of services for Commercial Centres and Villages with Public Works and Services and Compliance Divisions | EM Clean & Attractive | Frequency of meetings | Monthly | 2 | |
| All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained | Planting and maintenance of high profile gardens undertaken Cleaning and maintenance of landscaped traffic calming devices undertaken | EM Clean & Attractive | Percentage compliance with SLA maintenance of parks and high profile gardens | 95% | 2 | |
| | Programmed cleaning of streets, village centres and non landscaped traffic calming devices undertaken in accordance with Public Place Cleansing Standards of Service | | No of times annually: • landscaped traffic calming devices are maintained; • streets, village centres and non landscaped traffic calming devices are cleaned | Minimum four times per year | 2 | |
| | Programmed mowing of nature strips undertaken in accordance with Public Place Cleansing Standards of Service | | • programmed maintenance of nature strips undertaken | Minimum four times per year | 2 | |
| | Hazards or item requiring maintenance reported and rectified | | | Minimum four times per year | 2 | |

Sustainable Living

Strategy:L3a Ensure that public places are clean and well maintained

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---|-------------------|-------------------------------|
| Programmed cleaning and maintenance of Council assets undertaken | Undertake programmed cleaning of council assets including street furniture, signage and litterbins in accordance with adopted Service Level Agreement | EM Clean & Attractive | Percentage compliance with SLA for maintenance of Council assets | 90% | 2 | |
| Graffiti and posters removed in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i> | <p>Remove graffiti in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Remove of billposters in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards</p> <p>Increased graffiti removal</p> <p>(Service Plus Component 7 – Providing more cleaning and greening of all the spaces we share)</p> | EM Clean & Attractive | <p>Percentage compliance with established graffiti and bill poster removal protocol</p> <p>Increase Graffiti Removal (m3) per Quarter</p> | <p>90%</p> <p>> 450m2 graffiti removed per Quarter</p> | <p>4</p> <p>4</p> | |

Sustainable Living

Strategy:L3a Ensure that public places are clean and well maintained

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|--|------------|-------------------------------|
| Community awareness of and engagement with strategies to prevent/ manage graffiti | Graffiti prevention/ management program implemented with reference to relevant plans. | EM Safe | Enhance provision of information via website Number of civic pride sites maintained per year New sites added each year | June 2015 Seven sites One Site : Palmerston Ave Bronte | 2 2 | |
| Public place regulation and compliance programs undertaken | Undertake regular patrols of the area to ensure regulatory compliance in accordance with Service Level Agreements or in response to customer complaints or requests | EM Clean & Attractive | Percentage of times public place regulation and compliance programs meet service standards | 90% | 2 | |
| Abandoned cars removed | Identify abandoned vehicles Arrange removal of abandon vehicles and securely stored pending disposal Arrange return or disposal of abandon vehicles | EM Safe | Percentage of abandoned cars removed in accordance with Impounding Act | 100% | 2 | |
| Beach cleaning and beach pool cleaning program undertaken | Clean beach using both beach rake and cleaning staff in accordance with agreed program | EM Clean & Attractive | Percentage of times beach cleaning program meets timeframe and standards set | 95% | 2 | |

Sustainable Living

Strategy:L3a Ensure that public places are clean and well maintained

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|---------------------------------------|------------------------------|-------------------------------|
| Beach cleaning and beach pool cleaning program undertaken | Seasonal beach pool cleaning program developed and posted on Council's webpage Clean beach pool in accordance with seasonal cleaning program | EM Clean & Attractive | Percentage of times pool cleaning meets timeframe and standards set | 80% | 2 | |
| Parks and reserves cleaned and maintained regularly | Programmed cleaning and maintenance of major parks and coastal reserves undertaken Programmed cleaning and maintenance of other parks and reserves undertaken Emergency cleaning of parks and reserves undertaken Planting, landscaping or landscape maintenance in parks and reserves undertaken Check lists for parks completed Hazards in parks reported and rectified Hazards or item requiring maintenance reported and rectified | EM Clean & Attractive | Percentage of times major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Bondi Park, Tamarama Park & Marks Park) cleaned daily Percentage of times other parks and reserves cleaned weekly Percentage of times emergency cleaning of Council reserves undertaken within 24 hours of customer request Percentage of times landscape maintenance is completed in Parks and Reserves | 95% 95% 100% 95% | 2 2 2 2 | |

Sustainable Living

Strategy:L3a Ensure that public places are clean and well maintained

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|------------------|------------|---|
| All playgrounds inspected and maintained regularly | Check and inspect high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) daily and complete check list Check and inspect all other playgrounds monthly and complete check list | EM Clean & Attractive | Percentage of times high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) inspected daily Percentage of times all other playgrounds inspected monthly | 100% 100% | 2 2 | |
| Trees in streets and reserves are maintained | Service Desk requests for maintenance of trees in streets or reserves assessed, locations inspected and works prioritised with regard to potential risk Work to maintain trees in streets or reserves undertaken | EM Clean & Attractive | Percentage of customer requests for maintenance of trees in streets or reserves meet Percentage of healthy trees maintained 12 months after planting season | 90% 80% | 2 2 | |
| SAMP 4 park improvement works undertaken | Implement SAMP 4 park improvement works for 2014/15 | EM Clean & Attractive | Percentage of works completed on time and less than or equal to agreed budget | 90% | 5 | A number of projects from FY 13-15 rolled over into FY 14-15 has increased workload for current establishment which means that the team is unlikely to meet target. |

Sustainable Living

Strategy:L3a Ensure that public places are clean and well maintained

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---------------------------------|--|--------------------------------------|---|------------------|----------|-------------------------------|
| Management of companion animals | Ensure compliance with Companion Animals Act including control of dangerous dogs and nuisance cats | EM Safe | Change in number of animals impounded annually from base year 2009-10 | < than base year | 2 | |
| Management of companion animals | Deal with complaints about companion animals | | Investigate complaints within 7 days | 90% | 2 | |
| | Provide companion animal reporting | | Provide reporting as required by the legislation within the required time | 95% | 2 | |
| | Deal with abandon companion animals | | Investigate complaints regarding abandoned animals within 48 hours | 90% | 2 | |

Sustainable Living

Strategy:L3a Ensure that public places are clean and well maintained

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|------------------|----------|---|
| Inspection and removal of dumped rubbish and where appropriate enforcement action | Dumped rubbish identified and reported for inspection | EM Sustainable | Dumped rubbish removed within five days of notification | 100% | 4 | |
| | Dumped rubbish inspected for possible compliance action | | Number of reported dumped rubbish | < than base year | 4 | |
| | Remove dumped rubbish | | Number of compliance notices issued | < than base year | 4 | |
| | Undertake legal action in relation to dumped rubbish where possible | | Number of dumped rubbish collected | < than base year | 4 | |
| | | | Tonnes of dumped material collected | < than base year | 4 | |
| <i>Adopt a Tree Program'</i> continued | Review program in accordance with Council's recommendations for new public place gardening policy and guidelines. | EM Clean & Attractive | Review completed | December 2014 | 1 | As a result of the review Program name was changed to Request a Street Tree |
| Footpath garden program continued | Program implemented in accordance with new policy and guidelines | EM Sustainable | Percentage of applications approved following new policy and guidelines | 90% | 2 | Trial implementation was successful. Report delayed to June 2015 |
| | Report to Council on first year trial implementation | | Report completed | December 2014 | 5 | |

Sustainable Living

Strategy: L3b Develop E-Reporting process for illegal graffiti and billposters

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|-----------|----------|-------------------------------|
| Community acceptance of application to report graffiti | Promote the application through publicity and programs | EM Clean & Attractive | Number of hits and usage of application | June 2015 | 2 | |

Strategy: L4a Use planning and heritage policies and controls to protect and improve the unique built environment

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|-----------|----------|-------------------------------|
| Approved developments maintain and enhance the identity of Waverley's villages | Assess and approve development applications in line with Councils planning controls and policies | EM Building | Percentage of development applications assessed in line with Council's planning controls and policies | 100% | 2 | |
| All properties with heritage significance listed within LEP | Properties with heritage significance listed in LEP | EM Shaping | Properties and areas with heritage significance are identified within LEP | 100% | 1 | |
| | Review Heritage Inventory Sheets for each Heritage Conservation Area | | Revised and updated Heritage Inventory Sheets uploaded to the Heritage Office website | Dec 2014 | 1 | |
| Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review | Recommendations for revisions to the DCP to be investigated as part of the review of Heritage Conservation Area Inventory Sheets | EM Shaping | Revised controls considered as part of the DCP housekeeping amendment | June 2015 | 1 | |

Sustainable Living

Strategy: L4b Maintain a distinct sense of identity for individual village centres, including Bondi, Bronte, Charing Cross, North Bondi and Rose Bay

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|--|----------|-------------------------------|
| Looking Good – streetscape improvement works undertaken | Consultation with key stakeholders including Place Managers undertaken | EM Creating | Finished cost and time to complete compared to agreed budget and timetable | Cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | |
| Civic Pride Village Improvement Project initiated | Provide landscaping enhancement to Looking Good streetscape and other projects | EM Creating | Percentage of priority projects actioned | 100% | 4 | |
| | Liaise with key stakeholders to plan for civic pride elements in Footpath Improvement Program | | Number of civic pride enhancements undertaken | Two | 4 | |

Sustainable Living

Strategy: L5a Ensure planning and building controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|--|------------|-------------------------------|
| Approved developments achieve high quality urban design outcomes | Assess and approve development applications in line with Council's planning controls and policies | EM Building | Percentage of development applications assessed in line with Council's planning controls and policies | 100% | 2 | |
| Local Environmental Plan (LEP) updated annually in line with Council's Land Use Strategy and the requirements of the NSW Department of Planning & Infrastructure | Review LEP LEP to be publicly exhibited as required by DoPI. Arrange for LEP to be gazetted | EM Shaping | Amendments to LEP adopted by Council. Once the LEP is gazetted by the Department of Planning & Infrastructure post gazettal tasks completed. | Annually Within 1 month of gazettal | 1 1 | |
| Development Control Plan (DCP) updated annually | Undertake review of Waverley Development Control Plan in line with -LEP Submit DCP to Council for adoption | EM Shaping | Amendments to DCP adopted by Council | Annually | 1 | |

Sustainable Living

Strategy: L5a Ensure planning and building controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|-----------------------|----------|-------------------------------|
| Strategic Land Use policies and plans reviewed regularly | Ensure all key strategic land use policies and plans reviewed annually or as required Review and where necessary amend Council land use policies and plans in the light of new and amended state and federal government legislation and policies | EM Shaping | Specific Strategic Land Use policies and plans reviewed | 100% | 2 | |
| Compliance with Council requests for new or amended planning policies and land use plans | Update existing or create new strategic land use policies when requested by Council | EM Shaping | Percentage of Land Use plans/ policies requested by Council completed within timeframe required | 100% | 2 | |
| Building regulation, inspection and compliance undertaken | Undertake building compliance inspections Respond to complaints about building compliance issues Undertake building fire safety inspections Issue building occupation certificates | EM Building | Number of complaints about building work received annually compared to base year 2009-10 | = or < than base year | 2 | |
| | | | Time to issue building certificates | 14 days | 2 | |

Sustainable Living

Strategy: L5b Protect and maintain heritage significant buildings while ensuring they are fit for use

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|--|---------------------------------------|-------------------------------|
| Expert heritage advice on development applications | Provide heritage advice to development applicants and planning proposals Provide heritage advice to Council officers to assist them in assessing development applications | EM Shaping | Heritage advice referrals completed within service standard | 90% | 2 | |
| An ongoing public education campaign on heritage and good design including annual Heritage and Urban Design Awards | Provide information to the public on heritage and good design Conduct Heritage and Urban Design Awards Scope out heritage grants Prepare Bondi Inter War Study in conjunction with key community stakeholders Provide urban design advice on large development applications and planning proposals | EM Shaping | Clearly communicated heritage information on Council's website Heritage and Urban Design Awards conducted annually Number of submitted grants Completion of Inter war study reported to Council Ongoing | Ongoing April 2015 Ongoing June 2015 Ongoing | 1 1 2 1 2 | |

Sustainable Living

Strategy: L5c Consider the use of planning controls and agreements to provide improvements to built infrastructure

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|-------------------------|----------|-------------------------------|
| Opportunities to deliver public infrastructure through Planning Agreement Policy | Identify opportunities to deliver public infrastructure through Planning Agreements Research other funding mechanisms for the delivery of public infrastructure. | EM Shaping | Percentage change in number of Planning Agreements (PA) executed annually from 2009-10 base year | Increase from base year | 2 | |
| Develop new PA policy | Develop Planning Agreement Policy that deliver public infrastructure | EM Shaping | New PA Policy adopted by Council | December 2014 | 1 | |

Sustainable Living

Strategy: L5d Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|--|----------------------------|---|
| Conduct retail heirachy Study in Bondi Junction | Lead EM to undertake training in economic development | EM Shaping | Successful completion of training | June 2014 Completed with SGS Report | 1 | |
| Bondi Junction is safer and more vibrant at night | <p>Bondi Junction Complete Streets project Action Plan implemented</p> <p>Oxford Street West Precinct Plan to investigate incorporating uses encouraging greater night time activation and vbrancy</p> <p><i>Actions for these deliverables will be carried out in future years of this Delivery Program period (subject to available funding)</i></p> | EM Shaping | <p>Increased pedestrian activity in Bondi Junction measured by a pedestrian and public life survey repeated every 10 years.</p> <p>Operational projects completed</p> <p>Oxford Street West Precinct Plan reported to Council</p> | <p>Number of pedestrians in Bondi Junction is steady or increasing</p> <p>Ongoing (subject to funding)</p> <p>Dec 2014</p> | <p>1</p> <p>2</p> <p>3</p> | <p>Report submitted to Council March 2015</p> |

Sustainable Living

Strategy: L6a Reduce vehicle and pedestrian crashes by improving road and traffic safety measures

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|---|----------|----------------------------------|
| Construction of traffic islands in the Council area | Traffic islands designed and documented Construction delivery in accordance with program | EM Creating | Finished cost and time to complete compared to agreed budget and timetable | Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | |
| Traffic & pedestrian crashes reviewed annually | Collect and collate traffic & pedestrian crash data Review traffic & pedestrian crash data Report and if required make recommendations on traffic & pedestrian accident data review | EM Creating | In 2005 total of 287 crashes with: <ul style="list-style-type: none"> ▪ 2 fatal crashes ▪ 160 injury crashes ▪ 125 non-casualty crashes (tow away) Included in these crashes were: <ul style="list-style-type: none"> • 2 pedestrian fatalities • 24 pedestrian injuries • 0 cyclist fatalities • 25 cyclist injuries | Number of vehicle, pedestrian and cyclist crashes causing death or injury is equal to or less than 2005 base year | 4 | |
| Improve safety around schools | Undertake parking patrols around school zones Provide information to improve safety around schools Undertake enforcement action to ensure safety around schools | EM Customer First | Number of parking patrols a week conducted around schools | Minimum of five parking patrols a week | 2 | |

Sustainable Living

Strategy: L6b Stabilise or reduce private passenger vehicle numbers or trips

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|---|-------------------|-------------------------------|
| Waverley Transport Plan review completed | Review complete. No further action required. | EM Creating | | | N/A | |
| Infrastructure, education and promotion programs to encourage car efficiency and active travel as an alternative to the private car | <p>Coordinate local events, including Ride to Work Day and Walk to Schools Day, that promote sustainable transport</p> <p>Run community workshops, including bike proficiency and bike maintenance, that encourage cycling</p> <p>Implement priority projects in the Waverley Bike Plan</p> | EM Creating | <p>Number of event, educational activities and other programs to encourage sustainable transport alternatives provided each year</p> <p>Percentage of identified works completed as per schedule</p> | <p>Three events, 12 workshops, two guides</p> <p>100%</p> | <p>4</p> <p>4</p> | |
| Improved quality and frequency of public transport in the LGA through working with state government and other agencies | <p>Meet regularly with state government agencies to discuss possible improvements/ changes to increase in public transport capacity in LGA</p> <p>Report to Council on the Draft Bondi Junction to Bondi Beach Access Strategy</p> | EM Creating | <p>Meetings held with agencies</p> <p>Report to Council</p> | <p>Twice per year</p> <p>August 2014</p> | <p>4</p> <p>1</p> | |

Sustainable Living

Strategy: L6c Ensure access to major movement hubs is clear and direct

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|---|----------|-------------------------------|
| Improved pedestrian and commuter connections to public transport | Implement the Bondi Junction Complete Streets recommendations as adopted by Council | EM Shaping | Compare public transport usage information from STA and SRA | Increase in commuters using public transport over 4 years from the base year 2013/14. | 4 | |

Strategy: L6d Create place based centres which prioritise the pedestrian experience

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---------------------------------------|---|--------------------------------------|--|--------------------------------|----------|-------------------------------|
| Improved public domain infrastructure | Implement the Bondi Junction Complete Streets recommendations as adopted by Council | EM Creating | Conduct pedestrian survey in key commercial centres annually and compare pedestrian numbers over 4 years from the base year. | Increase in pedestrian numbers | 4 | |
| | | | Completion of review of Bondi Junction Public Domain Technical Manual | Dec 2014 | 4 | |
| | | | Completion of Greenlinks review | Dec 2014 | 4 | |

Sustainable Living

Strategy: L7a Create safe and accessible pedestrian and cycle links into, out of and within Waverley

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|---|----------|-------------------------------|
| Availability of bicycle parking improved | <p>Identify locations that require new or additional bicycle parking or other bicycle related facilities</p> <p>Provide bicycle parking or other bicycle related facilities</p> <p>Consultation with key stakeholders including Place Managers undertaken</p> | EM Creating | Annual increase in the number of bicycle parking spaces | 20 per year | 4 | |
| Footpath amenity and accessibility improved | <p>Develop annual footpath program in consultation with Access Committee</p> <p>Undertake adopted annual footpath program</p> | EM Creating | Finished cost and time to complete compared to agreed budget and timetable | Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | |
| | <p>10% increase in proportion of footpaths kept in top condition</p> <p>(Service Plus Component 4 – Providing more and safer access to public places)</p> <p>Consultation with key stakeholders including Place Managers undertaken</p> | EM Creating | Finished cost and time to complete compared to agreed budget and timetable | Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | |

Sustainable Living

Strategy: L8a Improve and augment public transport along main routes

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|--|----------|---|
| Support for public buses to directly connect neighbourhood centres | <p>Bus operations reviewed annually with STA</p> <p>Report and if required make recommendations on traffic and pedestrian accident data review to assist with STA planning</p> | EM Creating | Meeting held with STA | December 2014 | 4 | |
| Bus shelters maintained and replaced | <p>Bus shelter replacement developed and adopted</p> <p>Bus shelters requiring maintenance identified</p> <p>Maintenance of bus shelters undertaken</p> | EM Creating | <p>Number of bus shelters replaced annually</p> <p>Finished cost and time to complete compared to agreed budget and timetable</p> | <p>At least two</p> <p>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</p> | 4 | |
| Information on Bondi Junction and Bondi Beach promotes the use of public transport | <p>Provide information on the use of public transport in marketing material for events and activities at Bondi Junction and Bondi Beach</p> <p>Ensure promoters for events at Bondi Junction and Bondi Beach where Council is an event partner promotes the use of public transport in marketing/promotional material</p> | EM Enriching | Percentage of marketing material that promotes the use of public transport | 100% | 3 | Festival of the winds included transport information in key promotions but 100% compliance was not achieved |

Sustainable Living

Strategy: L8a Improve and augment public transport along main routes

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|---------------------|----------|-------------------------------|
| Parking patrol conducted along main roads during weekdays | <p>Undertake parking patrols along main roads during weekdays</p> <p>Provide information to improve parking compliance along main roads</p> <p>Undertake enforcement action to ensure compliance along main roads</p> | EM Customer First | Number of parking patrols conducted each day along main roads during weekdays | Two patrols per day | 2 | |
| Parking patrol conducted along transport corridors during weekends | <p>Undertake parking patrols along transport corridors during weekends</p> <p>Provide information to improve parking compliance along transport corridors</p> <p>Undertake enforcement action to ensure compliance along transport corridors</p> | EM Customer First | Number of parking patrols conducted each day along transport corridors during weekends | Two Patrols per day | 2 | |

Sustainable Living

Strategy: L8b Ensure all modes of public transport are accessible for all users

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|--------|----------|-------------------------------|
| Our infrastructure provides access to public transport which complies with Commonwealth Disability Standards for Accessible Public Transport 2002 | Complying with Commonwealth Disability Standards for Accessible Public Transport | EM Creating | Percentage compliance with Commonwealth disability standards for Accessible Public Transport 2002 | 100% | 1 | |

Strategy: L8c Improve access to the Bondi Junction interchange

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|-----------|----------|-------------------------------|
| More efficient and safer access to the Bondi Junction Bus / Rail Interchange for commuters | Investigate options for improving the commuter access to the bus / rail Interchange from the surrounding street system | EM Shaping | Options presented to key stakeholders for consideration | June 2015 | 4 | |

Sustainable Living

Strategy: L8d Implement mass transit on the Bondi Junction to Bondi Beach corridor

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|--------|----------|-------------------------------|
| Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach eg. light rail | Attend meetings about light rail and improving transport efficiency within the Eastern Suburbs Investigate the feasibility of light rail to service the key transport routes of the Waverley LGA | EM Creating | Number of meetings attended annually by Council staff about light rail within the Eastern Suburbs Feasibility complete | One | 4 | |

Sustainable Living

Strategy: L9b Increase the community's knowledge and awareness of safe parking practices

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|---------------|----------|-------------------------------|
| Rolling education program to promote safe parking carried out | Identify parking and road safety issues that would benefit from further community education | EM Safe | Number of articles on safe parking published annually | At least two | 2 | |
| | Produce educational material for identified risk areas | | Number of talks on road safety provided to schools or other organisations | At least five | 2 | |
| | Provide talks on parking and road safety issues to school and community organisations | | | | | |

Sustainable Environment

This quadrant refers to those plans, policies and initiatives that improve environmental sustainability. For example, strategies that seek to promote recycling and reuse in the community, actions that maintain and enhance wildlife corridors and those that encourage water and energy saving by the community. It represents the 'environmental' component of the quadruple bottom line.

PROGRESS INDICATOR

| | |
|---|------|
| 1 – Completed in accordance with target | (29) |
| 2 – On going but meeting target | (16) |
| 3 – Completed but did not meet target | (1) |
| 4 – On track to meet target | (42) |
| 5 – Not on track to meet target | (5) |

Directions

- E1** Waverley's community contributes to the reduction of greenhouse gas emissions.

- E2** Waverley and its community is well prepared for the impacts of climate change.

- E3** Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles.

- E4** Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations.

- E5** The waterways and beaches are clean and free of pollutants.

- E6** A network of parks and coastal reserves, street trees and other plantings provides a habitat for a thriving local ecology.

- E7** Our coastal waters provide a habitat for a thriving marine ecology.

- E8** Waverley is an environmentally educated and committed community.

Sustainable Environment

Strategy: E1a Improve energy efficiency of Council and non-Council owned public place lighting

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|---------------|----------|-------------------------------|
| Identify and implement energy efficiency retrofit opportunities on Council assets | Implement the Waverley Energy Efficiency Plan 2011 management actions | EM Sustainable | Actions complete | June 2015 | 4 | |
| | Deliver staff training program in the integrated environmental data management system to ensure effective monitoring of electricity consumption from Council assets | | Identified staff participate in training program | February 2015 | 1 | |
| | Undertake an energy efficiency retrofit of Council owned public place lighting | | Retrofit complete | May 2015 | 4 | |
| Partner with Ausgrid to improve the energy efficiency of public place lighting | Continue to participate in the SSROC Street Lighting Improvement Program | EM Sustainable | Meetings attended | Once per year | 1 | |

Sustainable Environment

Strategy: E1b Investigate and implement low carbon technologies

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|-----------------------------------|---|--|----------------------------|----------------------------|
| Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented | <p>Install solar pV on all identified Council buildings to reduce building energy demand</p> <p>Undertake a low carbon study as part of the Bondi Junction Green Infrastructure Masterplan</p> <p>Establish the Green Infrastructure Technical Working Group with utilities, government representatives and independent experts to assist in the development of the Green Infrastructure Masterplan</p> | EM Sustainable | <p>Retrofit complete</p> <p>Study commenced</p> <p>Inaugural meeting held</p> | <p>March 2015</p> <p>September 2014</p> <p>July 2014</p> | <p>1</p> <p>1</p> <p>1</p> | |
| Partner with major greenhouse emitters in Waverley LGA to undertake low carbon technology investigations / retrofits | <p>Establish the Green Infrastructure Buildings Partnership to effectively engage with major greenhouse emitters in Bondi Junction</p> <p>Undertake a Bondi Junction property capability study to identify opportunities for greenhouse reduction in existing building stock in Bondi Junction</p> | EM Sustainable | <p>Inaugural meeting held</p> <p>Commence study</p> | <p>September 2014</p> <p>November 2014</p> | <p>1</p> <p>1</p> | |
| Encourage uptake of low carbon technologies in the community | Continue to investigate and promote emerging low carbon technologies and efficiencies such as fuel cells, mini combined heat and power and energy management systems | EM Sustainable | <p>Update website</p> <p>Articles in Waverley in Focus</p> | <p>Ongoing</p> <p>Twice per year</p> | <p>4</p> <p>4</p> | |

Sustainable Environment

Strategy: E1c Improve energy efficiency of new and existing building stock

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---------------|----------|---|
| Incentives developed to encourage sustainable retrofits of existing building stock | Identify incentive program through the Green Infrastructure property capability study | EM Sustainable | Program developed | June 2015 | 5 | The property capability study has been delayed until the completion of the waste, energy and water modelling studies are complete and the property implications are determined. |
| Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process | Work with Green Infrastructure Buildings Partnership to identify incentive program for sustainable buildings in Bondi Junction | EM Sustainable | Incentive program developed | May 2015 | 5 | The sustainability incentive program has been delayed until the completion of the Green Infrastructure Masterplan is prepared. |
| Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits | Coordinate community workshops that assist residents improve energy efficiency and reduce energy consumption Provide up to date information to residents in a range of formats on energy efficient technologies and rebates | EM Sustainable | Number of targeted workshops run annually | Two | 1 | |
| | | | Update website monthly | 100% | 4 | |
| Opportunities for improved energy efficiency and low carbon technologies in commercial and residential buildings identified and controls developed. | Identify opportunities for improved energy efficient and uptake of low carbon technologies and develop planning controls to encourage via the Waverley DCP Ensure all new Council buildings have a high energy performance | EM Sustainable | Review Waverley DCP as part of the annual program | June 2015 | 1 | |
| | | | Develop Waverley Sustainable Building Policy for new Council assets | February 2015 | 1 | |

Sustainable Environment

Strategy: E1d Encourage and support the Waverley community to minimise electricity use and reliance on non-renewable energy

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|------------------------|----------------|----------|-------------------------------|
| Uptake of Green Power by residents and businesses increased through promotions and retailer partnerships | Advocate for the Australian Government to release Greenpower consumption data by LGA | EM Sustainable | Correspondence sent | December 2014 | 1 | |
| Partner with major residential and non-residential electricity consumers to reduce consumption and improve efficiency | Establish the Green Infrastructure Buildings Partnership to effectively engage with major greenhouse emitters in Bondi Junction | EM Sustainable | Inaugural meeting held | September 2014 | 1 | |

Strategy: E1e Increase the efficiency of car use through increased passengers, car pooling, car sharing, small cars, fuel efficiency and avoiding trips

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|-------------------------------|----------|-------------------------------|
| Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometres travelled (VKT) and parking demand | Identify locations for additional car share spaces Create additional car share spaces Publicise car share scheme and additional car share spaces | EM Creating | Increase in car share spaces in 2014-2015 | 15% increase on previous year | 4 | |
| Improve environmental performance of Council's fleet | Implement identified actions in the Waverley Sustainable Fleet Policy | EM Financial | Percentage of identified actions complete | 100% | 2 | |

Sustainable Environment

Strategy: E1f Increase trips by active travel including walking, cycling and public transport

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|---------------|----------|-------------------------------|
| An expanded bicycle network together with the provision of bike facilities throughout the LGA | Participate in the Inner Sydney Regional Bike Plan discussions/ workshops | EM Creating | Attend workshops | One per year | 4 | |
| | Improve the provision of bike parking facilities in the Waverley LGA | | Number of bike parking facilities provided | 20 per year | 4 | |
| Pedestrian networks developed, which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities | Prepare application for a Local Area Traffic Zone in Bondi Junction Commercial Core | EM Creating | Application submitted to the RTA | December 2014 | 4 | |
| | Prepare application for a Local Area Traffic Zone on the Eastern Beaches Coast Walk from Notts Avenue to Bronte Beach | | Application submitted to the RTA | June 2015 | 4 | |

Sustainable Environment

Strategy: E2a Identify, plan and respond to future impacts of climate change

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|----------|----------|-------------------------------|
| Continue to assess and manage climate change impacts in the Waverley area including impacts on our natural assets, built infrastructure and the community's health | Implement the recommendations of the Waverley Coastal Risk and Hazards Vulnerability Study | EM Sustainable | Percentage of identified actions implemented | 100% | 4 | |
| Investigate and implement micro-climate management actions to reduce urban heat island effect | Seek grant funding to complete thermal imaging project across the Eastern Suburbs | EM Sustainable | Grant documentation prepared | May 2015 | 1 | |

Strategy: E2b Ensure Council and the Community are well prepared for inevitable climate change impacts

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|----------------------|--------------------------------------|---------|--------|----------|-------------------------------|
| Develop and implement climate change adaptation plan | No action in 2014/15 | EM Sustainable | | | N/A | |

Sustainable Environment

Strategy: E3a Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|---------------------------------------|----------|-------------------------------|
| A domestic waste and recycling service, together with a public place litter collection service | Collect domestic waste weekly | EM Clean & Attractive | Total tonnes domestic waste collected annually | Decrease in tonnes from previous year | 2 | |
| | Collect domestic recycling weekly | | Total tonnes domestic recycling collected annually | Increase in tonnes from previous year | 2 | |
| | Collect domestic garden waste fortnightly | | Total domestic tonnes garden waste collected annually | Increase in tonnes from previous year | 2 | |
| | Provide a domestic waste clean up service | | Total tonnes domestic waste clean up collected annually | Equal to tonnes from previous year | 2 | |
| | Empty street litter bins | | Street litter bins less than 100% full | >95% | 2 | |
| | | | Percentage of domestic waste services provided compared to services missed | >95% | 2 | |
| Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates | Implement program in multi unit developments to improve recycling rates and reduce contamination and illegal dumping | EM Sustainable | Program roll out commenced | August 2014 | 1 | |

Sustainable Environment

Strategy: E3a Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|--|---------------------|-------------------------------|
| Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates | Develop in collaboration with industry a residential engagement program to recover wastes of concern and other waste types | EM Sustainable | Recycling increased annually Program developed | Increased recycling rates compared to previous year June 2015 | 4 4 | |
| Residential food waste reduction program implemented | Continue to run the Compost Revolution food waste program in partnership with Woollahra and Randwick Council's | EM Sustainable | Number of compost bins distributed | 200 each year | 1 | |
| A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement | Run an anti-litter education/enforcement program at Waverley beaches Waste and litter reduction management plan for Bondi Place Management Area reviewed, implemented and monitored | EM Sustainable | Anti-litter program complete Reduction in amount of waste produced | March 2015 March 2015 | 1 1 | |
| Local events and initiatives that encourage recycling of other waste types eg, Clothes Swaps, Second Hand Market Days, Freecycle | Coordinate community workshops that encourage recycling and reuse of otherwise discarded items Coordinate and promote collection services that encourage recycling of other waste types | EM Sustainable | Number of targeted waste workshops Number of drop off electronic waste collections Promote other waste type collection services on website | 4 per year 2 per year Ongoing | 4 4 4 | |

Sustainable Environment

Strategy: E3a Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|--------------|----------|-------------------------------|
| Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities | Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance | EM Sustainable | Grant application complete | One per year | 1 | |
| Local collection options for the responsible disposal or recycling of non-putrescible wastes eg, batteries, paints, oil heaters investigated | Update Council's website to provide up to date information of collection program for other waste types | EM Sustainable | Website maintained with current information | 100% | 1 | |

Sustainable Environment

Strategy: E3b Reduce illegal dumping and littering

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|---------------|----------|-------------------------------|
| Infrastructure, education and enforcement programs to reduce littering and illegal dumping are implemented | Continue to implement the Waverley Littering and Illegal Dumping Action Plan | EM Sustainable | Percentage of identified actions implemented | 100% | 4 | |
| | Develop and deliver a community engagement program to reduce littering and illegal dumping | | Engagement program commenced | February 2015 | 1 | |
| Partner with the NSW Government and regional Council's to deliver an integrated littering and illegal dumping program | Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance | EM Sustainable | Grant application complete | One per year | 1 | |

Strategy: E3c Investigate and implement emerging waste technologies to maximise landfill diversion

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|-------------------------------|----------------|----------|--|
| Continue to investigate and implement emerging waste technologies that will reduce waste to landfill and improve recycling | Review NSW Government Waste to Energy Policy Statement | EM Sustainable | Report to ELT on implications | September 2014 | 3 | Briefing provided to General Manager, Directors and Councillors as part of the SSROC Waste Strategy. |
| | Work with SSROC to implement regional waste diversion projects | | As required | Ongoing | 4 | |

Sustainable Environment

Strategy: E4a Improve water efficiency of new and existing building stock

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|-------------|----------|---|
| Work with Strata to promote water efficiency/ reuse in multi-unit dwellings | Advocate for individual meters to be installed as part of new strata buildings | EM Sustainable | Information provided | Ongoing | 4 | |
| Reduction in potable water use in new Council assets | Ensure compliance with Council Sustainable Building Policy for new assets | EM Sustainable | Compliance with policy | 100% | 4 | |
| | Undertake stormwater harvesting investigation in Tamarama Park | | Investigation complete | August 2014 | 1 | |
| Water efficiency and recycling technology at Council's highest water consuming sites investigated and implemented | Implement the Waverley Water Efficiency Plan 2011 | EM Sustainable | Percentage of identified actions complete | 100% | 4 | |
| | Implement stormwater harvesting system in Tamarama Park if feasible | | System installed | June 2015 | 5 | |
| Irrigation efficiency at Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water | Isolate mains top up and manage irrigation of Tamarama Park with recycled water | EM Sustainable | System upgraded | June 2015 | 5 | Due to ground contamination issues, the installation has been delayed. Report to go to tender for construction is scheduled for May 2015. |

Sustainable Environment

Strategy: E4b Encourage and support the Waverley community to minimise water consumption and reliance on potable water supplies

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---------------|----------|-------------------------------|
| Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses | Continue to run targeted water efficiency workshops for residents | EM Sustainable | Workshops held | Two per year | 4 | |
| Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates/ discounts rolled out | Provide up to date information to residents on improving water efficiency Promote other rebates and water savings programs offered by other government agencies | EM Sustainable | Information available on Council's website and in promotional materials | 100% | 4 | |
| Continue to work with businesses to reduce potable water consumption | Run the Eastern Suburbs Sustainable Business Program within Woollahra and Randwick councils | EM Sustainable | Thirty major water users in LGA audited | December 2015 | 1 | |

Sustainable Environment

Strategy: E4c Investigate and implement recycled water technologies

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---------------------------------|-----------|----------|-------------------------------|
| Water harvesting and reuse opportunities at sites with reliable harvesting potential (ie, base flow or groundwater) and high demand for reuse water identified and projects designed and undertaken to harvest and reuse water | Investigate the feasibility of and implement recycled water systems at Tamarama Park | EM Sustainable | Feasibility assessment complete | June 2015 | 1 | |

Sustainable Environment

Strategy: E5a Minimise pollutants in stormwater discharged into waterways

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|-----------------------|----------|-------------------------------|
| Pollution prevention devices installed and maintained throughout the LGA | Gross pollutant traps monitored and maintained across the LGA | EM Sustainable | Reduction in amount of pollutants removed from gross pollution control devices each year compared to 2008-09 base year | 5% | 4 | |
| Stormwater Harvesting Infrastructure maintained | Maintain existing stormwater and groundwater infrastructure Monitor re-use water quality and improve quality of stormwater discharge | EM Sustainable | Maintenance reports and water quality data monitored bi monthly | 100% | 4 | |
| Water quality at key coastal sites is regularly monitored | Undertake water monitoring program | EM Safe | Dry weather monitoring program implemented | 100% | 4 | |
| Targeted community environmental education and awareness program on stormwater pollution prevention undertaken | Run community education program on stormwater pollution in Waverley LGA | EM Sustainable | Program conducted | June 2015 | 4 | |
| Inspections of LGA to ensure compliance with the <i>Protection of the Environment Operations Act 1997</i> undertaken | Regular inspection of LGA undertaken to ensure compliance with <i>Protection of the Environment Operations Act 1997</i> Follow up on reported pollution incidents Inspection of building sites to ensure compliance with <i>Protection of the Environment Operations Act 1997</i> | EM Safe | Change in number of POEO Act inspections undertaken compared to base year 2009-10 | = or > than base year | 4 | |

Sustainable Environment

Strategy: E5b Minimise the discharge of untreated wastewater and sewage overflows into receiving waterways

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|-----------|----------|-------------------------------|
| Partnerships with external organisations to promote water quality improvement programs | Participation in OEH <i>Beachwatch</i> program Promote Sydney Water <i>Sewer Fix</i> monitoring program | EM Sustainable | Number of program in which Council participates annually | Two | 4 | |
| Integrated water quality management program implemented in Waverley | Develop and implement a integrated water quality improvement strategy to identify appropriate mitigation strategies for the Bondi Junction catchment | EM Sustainable | Strategy complete | June 2015 | 4 | |

Sustainable Environment

Strategy: E6a Ensure no further loss of remnant vegetation

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|---|----------|-------------------------------|
| A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented | Plant trees over the winter months | EM Clean & Attractive | Number of tree planted per year by Council | 200 trees planted by June 2015 | 2 | |
| | Implement a watering and maintenance program over the summer months | | Percentage of trees planted that survive by Council | 80% | 2 | |
| | Update and maintain street tree data base | | Maximum time to update street tree data base after removal or new planting | Three months | 2 | |
| | Improve public access to tree planning information on Council's website | | | June 2015 | 2 | |
| | Develop Tree Technical Manual | | TTM commenced | May 2014 | 2 | |
| Significant tree register maintained and updated | Process to provide access to Significant Tree Register developed including consultation with the community | EM Clean & Attractive | Significant Tree Register finalised | Register to be completed by June 2015 | 4 | |
| | Report on proposed process completed and adopted | | Report Completed | June 2014 | 1 | |
| Local native seed propagation program for local plantings implemented | Collect seed from local bushland remnants. | EM Sustainable | Seed collection undertaken | Annually | 2 | |
| | Program propagation to provide plants for projects | | Collected seed is propagated | 5% of seed stock is propagated annually | 2 | |
| Outcomes from Waverley flora and fauna study integrated into Council plans and policies | Integrate remnant condition surveys from Waverley flora and fauna study into Council's Strategic Asset Management Plan and relevant Parks Plans of Management | EM Sustainable | SAMP updated | Annually | 1 | |
| | | | Plans of Management updated | | | |

Sustainable Environment

Strategy: E6b Improve the condition of existing areas of remnant vegetation

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--------------------------------|--------------|----------|-------------------------------|
| Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat | Develop Remnant Bushland Management Plans for Council remnant sites | EM Sustainable | Plans developed | July 2015 | 1 | |
| | Implement identified actions in Remnant Bushland Management Plans | | Identified actions implemented | 100% | 4 | |
| | Develop Ecological Restoration Action Plan for Bronte Gully | | Plan developed | October 2014 | 5 | |

Sustainable Environment

Strategy: E6b Improve the condition of existing areas of remnant vegetation

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|-----------|----------|-------------------------------|
| Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented | Undertake bush regeneration works to improve the quality of our existing remnants | EM Sustainable | Works completed | June 2015 | 4 | |
| Waverley Street Tree Planting program implemented | Plant trees in priority areas | EM Clean & Attractive | Number of priority areas planted per year by Council | Two | 4 | |

Strategy: E6c Increase the quantity and quality of habitat cover on private and public properties

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|---------|----------|-------------------------------|
| Encourage native plantings on public / private property in identified habitat corridors | Provide up to date information on Council website on appropriate plantings | EM Clean & Attractive | Website up to date with relevant information | Monthly | 2 | |

Sustainable Environment

Strategy: E7a Protect local marine biodiversity through education and enforcement

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|------------|----------|-------------------------------|
| Work with Department of Environment and Climate Change and Water (DECCW) to protect local marine biodiversity | Work with Sydney Coastal Councils Group to better regulate and improve management of marine environment | EM Sustainable | Meetings attended | 6 per year | 4 | |
| Enforcement of marine regulations including fishing bait collection rules throughout the LGA | Regular patrols carried out along LGA sea shore to ensure compliance with marine regulations Infringement notices issue for breaches of marine regulations | EM Safe | Percentage of complaints investigated within agreed timetable | 100% | 2 | |
| Partnering with the Marine Discovery Centre to educate the community about our local marine environment | Work with Marine Discovery Centre to improve awareness of human impacts on the marine environment | EM Safe | Program implemented | June 2015 | 1 | |

Sustainable Environment

Strategy: E8a Encourage and support community involvement in our environmental program

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|---|------------|-------------------------------|
| Communication and awareness activities on Council's sustainability program rolled out | Develop an internal sustainability program for Council staff to improve awareness of sustainability issues | EM Sustainable | Program developed | May 2015 | 4 | |
| Coordination and support to the Eastern Suburbs Schools Environment Network so local teachers, parents, and students have the opportunity share experiences and increase their skills and knowledge | Coordinate the Eastern Suburbs Schools Environment Network | EM Sustainable | Meetings with schools held quarterly | 100% | 4 | |
| Work with local childcare centres to improve environmental skills and knowledge and deliver environmental outcomes | Partner with Waverley, Gardiner and Bronte Childcare Centres to implement sustainability initiatives | EM Sustainable | Number of environmental initiatives implemented at each childcare centre | At least two | 4 | |
| A Waverley Council Sustainable Schools Program | Implement Council's Sustainable Schools Program Run Council's Sustainable Schools Grants program | EM Sustainable | Percentage of schools in LGA participating Bi-Annual grants program completed | 75% February 2014 August 2014 | 4 4 | |

Sustainable Environment

Strategy: E8b Conduct engagement programs that encourage positive environmental behaviour change

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|-----------------------------------|---------------|----------|-------------------------------|
| A environmental workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours | Run community Greenwave workshop program to improve community behaviours | EM Sustainable | Number of residents participating | 400 | 4 | |
| A lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues | Run community lecture / activity program to improve community behaviours | EM Sustainable | Annual program held | April 2015 | 4 | |
| A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment | Coordinate Council's Summer Activities Program | EM Sustainable | Summer program complete | February 2015 | 1 | |

Sustainable Governance

This quadrant refers to practices, policies and procedures that aid in the efficiency, transparency and accountability of Council operations. They ensure we're governed well – codes of conduct for staff and councillors, financial, asset and information management, risk and safety, organisational development, procurement policies, customer service charters and standards, community engagement and integrated planning. It represents the 'governance' component of the quadruple bottom line.

PROGRESS INDICATOR

| | |
|---|------|
| 1 – Completed in accordance with target | (28) |
| 2 – On going but meeting target | (26) |
| 3 – Completed but did not meet target | (0) |
| 4 – On track to meet target | (57) |
| 5 – Not on track to meet target | (24) |

Directions

- G1** Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning.

- G2** Our community is actively engaged in well-informed decision processes.

- G3** Services are accessible provided in a professional, friendly and timely manner.

- G4** Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships .

- G5** Waverley is financially sustainable with the revenue and resources required to support implementation of the community's plans and to provide the infrastructure performance and services our community needs.

- G6** Waverley assets are well maintained for their current purpose and for future generations.

- G7** In service delivery sound safety and risk management practices are maintained to protect the community and service agency staff.

- G8** Community information assets are well secured and managed in an accessible way.

- G9** A committed and adaptable workforce governed by good leadership makes a strong contribution to achieving the community vision.

Sustainable Governance

Strategy: G1a Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|--|----------|---|
| Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided | Assess need for new policies and develop as need identified | Internal Ombudsman | All identified governance policies reviewed at least every three years | Policies for review 2014-15 | 1 | |
| | Develop a policy review program for all governance policies | | | <ul style="list-style-type: none"> • Councillor's Expenses and Facilities – November 2014 • Clothing & Collection Bins Policy – Dec 2014 • Complaints Management Policy – August 2014 | 5 | |
| | Undertake policy reviews | | | <ul style="list-style-type: none"> • Consultation Policy (Community Engagement) – Dec 2014 • Local Orders Policy – March 2015 | 4 | |
| | Regularly review policies available on Council's website to ensure currency | | All significant Council policies available on Council's website | | 5 | Draft Policy created, to be finalised 2015-2016 |
| | | | | 100% | 1 | Delayed to Dec 2015 |

Sustainable Governance

Strategy: G1a Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|---|----------|-------------------------------|
| A suite of integrated corporate plans that meet legislative requirements developed and maintained | Ensure alignment of annual Operational Plan, business plans, budgets and other new plans with Directions and Strategies from the Community Strategic Plan | EM Performance | Community strategic plan revised every four years | June 2017 | 4 | |
| | Review Community Strategic Plan, Resourcing Strategy as required | | Strategic asset management plan, environmental action plan, workforce plan and long term financial plan revised regularly | LTFP annually SAMP June 2017 EAP June 2017 WFP June 2017 | 4 | |
| | Develop a Delivery Program for each new Council | | Delivery Program and Operational Plan adopted by Council | Operational Plan – annually Delivery Program – June 2017 | 4 | |
| | Develop an annual Operational Plan for adoption by Council annually | | | | | |

Sustainable Governance

Strategy: G1a Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|-----------------------------------|---|---|----------|----------------------------------|
| Regular reporting to Council on progress with implementation of integrated corporate plans | Prepare reports on progress with Delivery Program deliverables | EM Performance | Six monthly reports provided to Council on progress with Delivery Program | 100% | 4 | |
| | Report to Council on progress every six months | | End of Term Report to outgoing Council | Council report - June 2016 High standard document for community – September 2016 | 4 | |
| | Report to outgoing Council on quadruple bottom line outcomes | | | | | |

Sustainable Governance

Strategy: G1b Promote and embed good governance and corruption prevention practices in operational activities

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|---------------|----------|--|
| Regular ethics and Code of Conduct training provided for Councillors and staff | Provide ethics and Code of Conduct training to Councillors | Internal Ombudsman | Number of ethics and Code of Conduct training events provided annually to Councillors | Two | 4 | To be rolled out with new induction program in 2015-2016 To be included as part of new induction program in 2015-2016 |
| | Provide Code of Conduct - ethics and EEO training to all new employees | EM Performance | Percentage of new employees who undertake ethics and EEO training within three months of commencement | 100% | 5 | |
| | Provide Code of Conduct ethics and EEO refresher training to all existing employees | | Percentage of staff who complete refresher training every three years – due 2014/15 | 100% | 5 | |
| Internal audit function supported and operating effectively and efficiently | Implement internal audit program | Internal Ombudsman | Internal audit program adopted and implemented | Annually | 1 | |
| | Provide support to Audit Committee | | Support provided | 100% | 4 | |
| | Review internal audit program | | Program reviewed and adopted | Annually | 4 | |
| | Audit Committee Report to Council | | Report adopted by Council | Annually | 4 | |
| | Audit Committee meetings are conducted regularly | | Meetings held to adopted schedule | Five per year | 4 | |

Sustainable Governance

Strategy: G1c Our leaders advocate on our behalf to promote our area's interests and win resources

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|---------------------|----------|-------------------------------|
| Mayor's role in advocating the provision of resources for the Waverley local government area | Attendance at inter-government activities | EM Positioning | Number of inter-government activities attended per year | At least 2 per year | 1 | |
| | Regional collaboration/advocacy undertaken by the Mayoral Office | | Regional collaboration/advocacy activities undertaken per year | At least 2 per year | 1 | |

Strategy: G2a Promote and require strategic directions that are inclusive and reflect the views of the community

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|--|----------|-------------------------------|
| A Community Engagement Strategy that meets legislative requirements | Develop Community Engagement Strategy for Community Strategic Plan review | EM Performance | Community Engagement Strategy (IP&R) reviewed and adopted by Council prior to consultation on Community Strategic Plan | Community Engagement Strategy (IP&R) reviewed – October 2016 | 4 | |
| A Community Strategic Plan that is inclusive | Implement adopted Community Engagement Strategy for development of Waverley Together 4 | EM Performance | Results of 2016 Community Survey to inform development of Waverley Together 4 | June 2016 | 4 | |
| | | | Completion of adopted Community Engagement Strategy | June 2016 | 4 | |

Sustainable Governance

Strategy: G2b Provide opportunities in a variety of forums for all stakeholders to contribute to community decision making

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|--|---------------|----------|-------------------------------|
| Advisory committees, precinct committees and community forums supported and maintained | Manage the operations of the Precinct system and support the application of the policy and provide training for precinct executive members. | Internal Ombudsman | Number of training events | Two | 4 | |
| | Provide support to other peak committees and forums including Sustainability Committee; Access Advisory Committee; Multicultural Advisory Committee; Community Safety Advisory Committee; Public Arts Committee; Housing Advisory Committee; Eastern Region Local Government Aboriginal and Torres Strait Islander Forum | | Number and type of meetings/forums held annually | Minimum of 20 | 4 | |
| A website that supports community comment and engagement and includes a 'Have a Say' portal | Place draft policy and plans on website for community comment during exhibition period | EM Positioning | Percentage of draft policy and plans placed on website | 100% | 2 | |
| | Promote consultation events through 'Have a Say' portal | | Percentage of consultation events posted on website | 100% | 2 | |
| | Place Precinct agenda and minutes on website | Internal Ombudsman | Percentage of minutes and agendas on website | 100% | 2 | |

Sustainable Governance

Strategy: G2c Promote and advocate communications that are targeted, accessible and clearly branded

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|---|---|--|------------|-------------------------------|
| A regular professionally produced and interesting community newsletter | Theme identified and material collected for quarterly community newsletter Newsletter produced and distributed | EM Positioning | Percentage increase in number of respondents that report receiving and reading Council's community newsletter | Benchmarking exercise to be undertaken | 2 | |
| Council's Communications Plan & Community Engagement Strategy developed and implemented | Development and implementation of the Communications Plan and Community Engagement Strategy | EM Positioning | Communitations Plan and Communtiy Engagement Strategy developed | June 2014 | 4 | |
| Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service (TIS) | Provide a language aide service Support access to the Telephone Interpreter Service | EM Positioning EM Customer First | Number of languages aides supported Number of promotions and feedback sessions with targeted staff | Seven Two | 1 4 | |

Sustainable Governance

Strategy: G2c Promote and advocate communications that are targeted, accessible and clearly branded

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|------------|----------|-------------------------------|
| Social media and other communications channels improved to maximise the effectiveness of two-way communications between Council and the community, and to enhance service satisfaction. | Development and monitoring of social media sites by Council | EM Positioning | Usage levels of Council social media sites in web reports | Quarterley | 1 | |

Sustainable Governance

Strategy: G3a Promote and advocate systems and procedures that support good customer service

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|------------|----------|--|
| Training in systems and processes that support customer service provided to identified staff | Train identified staff in Customer Relationship Management System mobile solution in order to improve productivity for outdoor staff. | EM Performance | Percentage of identified self trained in CRM mobile solution compared to number that need to be trained. | June 100% | 5 | Key/priority staff identified and trained. Additional CRM super users to be identified and trained by June 2015 with remaining staff to be captured in the the 2015 – 2016 Learning & Development Program. |
| Business process and information systems enhanced in accordance with the Business and Information Systems Steering Committee plan | Business and Information Systems Plan progressively implemented, revised and monitored | EM Digital | Reports on progress to Council | Biannually | 4 | |
| | Undertake a post implementation review of business processes managed within the new Customer Relationship Management System to identify potential process improvements. | EM Customer First | Number of reviews completed annually compared to the adopted program. | 100% | 2 | |

Sustainable Governance

Strategy: G3b Monitor and report regularly against the service standards set for customer service

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|--|----------|---|
| Regular customer surveys conducted | Monitor & report on customer satisfaction when interacting with Council staff in relation to customer service. | EM Customer First | Customer satisfaction score in survey program | At least 80% | 5 | Customer Satisfaction Surveys delayed with wider Customer Satisfaction Survey and Customer Research to be completed as part of the new Customer Service Strategy. Timeline to be confirmed. |
| | Monitor customer satisfaction with Council's online services | | Customer satisfaction score in survey program | At least 80% | 5 | |
| Performance against standards for customer requests and complaints recorded in Council's Customer Request Management System (CRM) monitored and reported | Monitor customer requests and complaints recorded in Council's customer request management system and completed within and outside service standards | EM Customer First | Percentage of customer requests completed within service standard | At least 80% | 5 | Currently at 72% and being addressed through additional training |
| | Report regularly on the management of complaints and identify associated service improvements | | Percentage of complaints resolved within service standards | At least 80% | 5 | Currently at 62% and being addressed through additional training |
| | Report on customer service performance against established benchmarks | | Reports delivered on time | Quarterly (Executive) Quarterly (Council) | 4 | |

Sustainable Governance

Strategy: G4a Promote and advocate the regular review of services to ensure they are efficient, effective and responsive to customer needs

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|--|--------------------------------------|---|-----------------|----------|---|
| Efficiency and effectiveness gains through increasing the variety of services delivered on-line | Expansion of on-line services on Council's website | EM Positioning | Measurement of on-line services through regular web reports | Quarterly | 5 | Quarterly reports on online services have not yet been produced but are to be built into Executive reporting mechanisms and will be reported at the end of Q4 |
| A program of continuous improvement in customer service | Implement actions in new Customer Service Strategy | EM Customer First | Number of actions implemented | As per strategy | 4 | |

Sustainable Governance

Strategy: G4b Provide a range of efficient and effective corporate support services

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|-----------------------------|----------|-------------------------------|
| Professional and timely support and assistance to Councillors and meetings of Council and Council committees | Provide agenda and minutes for meetings of Council and Council's standing committees | Internal Ombudsman | Percentage of minutes and agenda for Council and Council committees meet service standards set | 95% | 1 | |
| | Provide staff for meetings of Council and Council's standing committees | | Percentage of requests from Councillors completed within 7 days of receipt | 95% | 1 | |
| | Provide support to Councillors to enable them to effectively carry out their official duties | | | | | |
| | Provide assistance and advice to Councillors on governance matters | | | | | |
| Council's vehicle fleet and plant maintained | Manage Council's vehicle fleet and equipment including fleet and equipment replacement and disposal | EM Financial | Percentage of Council's vehicle fleet and plant available for use daily | 90% | 4 | |
| | Provide repairs and servicing for Council's vehicle fleet and equipment | | Fleet whole of life costs, downtime costs, maintenance records and repair times | Equal to Industry Standards | 2 | |

Sustainable Governance

Strategy: G4b Provide a range of efficient and effective corporate support services

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|--|--------|----------|-------------------------------|
| Computer and communications network availability ensured | Provide a computer network that supports the work of Council | EM Digital | Computer network availability (excluding planned downtime) | 95% | 2 | |
| | Maintain Council's computer network | | | | | |
| | Provide a communications network that supports the work of Council | | Phone system availability (excluding planned downtime) | 95% | 2 | |
| | Maintain Council's communications network | | | | | |

Sustainable Governance

Strategy: G8a Promote and advocate the improved management of, and access to, information across Council

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|--------|----------|-------------------------------|
| Records management and information access services provided | <p>Maintain Council's records management system</p> <p>Provide records management services</p> <p>Provide advice and training in the use of Council's records management system</p> <p>Audit and report on compliance with the use of Council's records management system</p> | EM Digital | Percentage of staff who comply with Council's Records Management Policy | 90% | 2 | |
| Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts | <p>Develop and implement program for compliance with Government Information (Public Access) Act</p> <p>Provide access to information under Government Information (Public Access) Act (the GIPA Act)</p> <p>Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act)</p> | Internal Ombudsman | Percentage of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe | 100% | 1 | |

Sustainable Governance

Strategy: G4b Provide a range of efficient and effective corporate support services

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|-------------|----------|-------------------------------|
| An efficient and effective payroll service | Produce fortnightly payroll and pay staff | EM Performance | Staff paid on time | 100% | 2 | |
| | Process information including timesheets and leave forms | | Staff paid accurately | 98% | 2 | |
| Efficient and effective corporate procurement services | Coordinate tendering across Council | EM Financial | Number of audits of purchasing conducted annually | At least 12 | 4 | |
| | Provide advice on purchasing | | | | | |
| | Undertake audits of compliance with Council's purchasing policy | | | | | |
| Store operations that are efficient, effective and delivered in a timely manner | Identify items required regularly by Council | EM Financial | Number of stocktakes of items in store undertaken annually | Two | 1 | |
| | Order items required regularly by Council | | | | | |
| | Undertake stocktakes of items in store | | | | | |
| More services are provided on line | Identify areas where Council services can be provided on line | EM Digital | Setup eCertificate system to accommodate unregistered users | June 2015 | 4 | |

Sustainable Governance

Strategy: G4b Provide a range of efficient and effective corporate support services

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|------------------------------------|--|--------------------------------------|--|-----------|----------|-------------------------------|
| More services are provided on line | Expansion of E-Certificate System | EM Digital | Implement online licensing payments | June 2015 | 2 | |
| | Implement an online payment facility (ePayments) using ePathway software | | Implement online lodgement and payment for: <ul style="list-style-type: none"> Heritage Exemption Certificate applications; certificates lodged by private certifiers (CDC, CC, OC, etc); TPO applications; and Other types of applications when required. | June 2015 | 1 | |
| | Implement an application lodgement and payment service using ePathway software | | Finalise and Implement the Electronic Housing Code Project | June 2015 | 4 | |
| | Provide online planning policies | EM Shaping | Implement an online property based planning scheme based on Council's LEP and DCP | June 2015 | 4 | |

Sustainable Governance

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|-------------|--|--------------------------------------|--|-----------|----------|-------------------------------|
| | As a part of ePlanning, review and improve the DA assessment process | EM Building | Implement an improved electronic development assessment process | June 2015 | 1 | |
| | Provide videos of proposed Development Applications or Planning Proposals online using Council's 3D modelling software | | Provide videos and fly throughs of Development Applications or infrastructure improvements in Bondi Junction Centre online using Council's 3D modelling software | June 2015 | 4 | |

Sustainable Governance

Strategy: G4c Pursue and participate in regional resource sharing and partnership initiatives which provide community benefits

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|------------------------|----------|-------------------------------|
| Participation in partnerships and projects through SSROC | Participation in SSROC projects | EM Positioning | Number of SSROC projects in which Council participates annually | Maintained and ongoing | 1 | |
| Participation in partnerships and projects with other councils and organisations | Participation in Inter Library Loans Cooperative and Eastern Suburbs HSC Cooperative | EM Enriching | Number of library partnerships | Two | 4 | |

Strategy: G4d Actively engage in industry continuous improvement and reform with government and private sector partners to seek long term community benefit

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|---------------------|----------|-------------------------------|
| Development of Strategic Service Management Planning | Trial the development of alternative formats for Strategic Service Management Plans on a progressive basis | EM Creating | Number of Strategic Service Management Plans trialed per year | At least 1 per year | 4 | |

Sustainable Governance

Strategy: G5a Promote and advocate the provision of financial reporting systems in an accurate, timely, transparent and honest manner to ensure sustainability of public assets and resources

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|------------------|----------|-------------------------------|
| Financial advice and coordination to ensure Council meets overall budget performance targets provided | Manage Council's financial performance to achieve targets set | EM Financial | Annual budget targets met or exceeded | 100% | 4 | |
| | Conduct and report on quarterly reviews of budget performance | | Number of green lights on Local Government Finance Health Check Indicators | At least seven | 2 | |
| | Ensure year end accounts are completed | | Annual financial audit completed and reported on time | October annually | 2 | |
| | Issue rates notices quarterly and collect rates levied | | Rate notices issued in accordance with legislative timetable | 100% | 1 | |
| | Achieve a return on Council's cash investments | | Rates outstanding as a percentage of rates collected | Less than 3.5% | 2 | |
| | | | Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index | 100% | 4 | |
| | | | | | | |

Sustainable Governance

Strategy: G5b Undertake long term financial and economic planning

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|----------------|----------|-------------------------------|
| Four-year forecast prepared annually | Develop four-year forecast Report to Council annually on forecast | EM Financial | Four-year forecast completed and reported to Council each year | April annually | 4 | |
| Ten year financial plan (LTFP) reviewed annually | Review LTFP each year based on four year forecast Report to Council annually on results of review | EM Financial | 10 year financial plan review completed and reported to Council each year | April annually | 4 | |
| Council's expenditure is funded sustainably | Ensure expenditure requirements have identified funding sources | EM Financial | Surplus or balanced budget achieved annually | 100% | 4 | |
| Council's expenditure satisfies the needs of the community | Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community strategic plan | EM Financial | Quarterly budget review reports to Council | Quarterly | 2 | |

Sustainable Governance

Strategy: G5b Undertake long term financial and economic planning

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|-----------------------|----------|-------------------------------|
| Investment Strategy that is being implemented | Implement remaining projects of Investment Strategy 2 adopted in September 2007, as revised | EM Financial | Progress reporting in Quarterly Budget Reviews | 100% | 4 | |
| A revised Property Investment Strategy | Development of Property Investment Strategy documentation | Director, Futures | Development and revision of Property Investment Strategy documentation | June 2014 and ongoing | 2 | |
| Development of Waverley Economic Development Plan / Strategy | DM STP to undertake Economic Planning Learning and Development | EM Shaping | Successful completion of training | Completed | 1 | |
| | Economic Development Officer Appointed | | Officer Appointed (Subject to funding) | Completed | 1 | |
| | Develop Retail Heirachy Study | | Quarterly progress reporting subject to availability of funding | June 2014 | 1 | |
| | Create Economic Development Strategy | | Adoption of Strategy | July 2014 | 1 | |
| | Crerate Economic Development Action Plan/s | | Adoption of Implementaiton of Actions | December 2014 | 1 | |

Sustainable Governance

Strategy: G5c Promote the establishment and maintenance of commercial business operations that contribute to Waverley's financial sustainability

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|--|----------|-------------------------------|
| Budgeted financial performance for all commercial leases met or exceeded | Manage the leasing Council's commercial property portfolio | EM Enriching | Performance of Council's business activities against budget targets | =/>budgeted financial performance for all commercial leases | 2 | |
| Budgeted financial performance for Cemetery business operations met or exceeded | Manage Council's cemetery business unit | EM Clean & Attractive | Performance of Council's business activities against budget targets | =/>budgeted financial performance for cemetery business operations | 2 | |
| Budgeted financial performance for Council car park business operations met or exceeded | Manage Council's car parks | EM Customer First | Performance of Council's business activities against budget targets | =/>budgeted financial performance for Council car parks operations | 2 | |
| Budgeted financial performance for commercial waste collection and recycling service met or exceeded | Manage Council's commercial waste and recycling service | EM Clean & Attractive | Performance of Council's business activities against budget targets | =/>budgeted financial performance for commercial waste operations | 2 | |

Sustainable Governance

Strategy: G6a Regularly revise Council's Strategic Asset Management Plans and integrate with financial planning processes

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (if rating 3 or 5) |
|--|--|--------------------------------------|--|----------------|------------|-------------------------------|
| Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements | Updated assessment of assets incorporated into preparation of SAMP4 | EM Creating | Report on assets during term of Council | April 2016 | 4 | |
| Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans | Incorporate asset management funding assessments into 4 year Delivery Program and 10 year financial plan (LTFP) Report to Council at least annually on asset management funding | EM Creating EM Financial | Asset maintenance and renewal estimates are shown in Long Term Financial Plans and reported to Council each year | April annually | 4 4 | |

Sustainable Governance

Strategy: G6b Implement adopted Asset Management Plans

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|--|----------|-------------------------------|
| A program of capital works developed and implemented | Capital works program developed | EM Creating | Capital works program adopted by Council | June 2015 | 4 | |
| | Adopted and funded capital works program implemented | | Percentage of adopted projects delivered within approved budget as ammended by Council in quarterly reviews | 100% | 4 | |
| | Progress with capital works program reported to Council quarterly | | Percentage of adopted projects delivered on time | 80% | 4 | |
| An annual asset maintenance program | Annual asset maintenance program developed Adopted and funded asset maintenance program implemented Delivery of annual maintenance program Progress with annual asset maintenance program reported to Council quarterly Kerb and Gutter Construction Grant (Urban Local Roads) | EM Creating | Finished cost and time to complete compared to agreed program, budget and timetable | 80% of program cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4 | |

Sustainable Governance

| | | | | | | |
|--|--|-------------|--|--|------------|--|
| | <p>Kerb and Gutter Construction Roads Construction & Upgrades</p> <p>Stormwater drainage construction & upgrades</p> | EM Creating | The proportion of assets in Condition Ratings 1, 2 and 3 | Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding) | 4 | |
| An annual asset maintenance program | <p>Cemetery infrastructure backlog renewals</p> <p>Public toilets upgrade</p> | EM Creating | <p>The proportion of assets in Condition Ratings 1, 2 and 3</p> <p>Finished cost and time to complete compared to agreed program, budget and timetable</p> | <p>Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding)</p> <p>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</p> | 4 4 | |

Sustainable Governance

Strategy: G6c Implement the adopted Asset Management Continuous Improvement Plan

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|---|----------|-------------------------------|
| On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year | <p>Progress with scheduled activities monitored quarterly</p> <p>Progress against benchmarks for asset management assessed annually</p> | EM Creating | Ongoing improvement in self-assessed scores on meeting agreed Business Excellence Framework (BEF) benchmarks for asset management | Steady increase compared to SAMP3 (self assessed score between 150 -199, indicating Competence in Asset Management) | 4 | |

Sustainable Governance

Strategy: G7a Provide a safer environment by implementing specific risk management practices

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|--|---------------|----------|---|
| Operational risk processes and strategies developed | Development of Risk Registers to manage individual risks as per the Risk Management Framework | EM Performance | Risk register developed and implemented within the Risk Management Framework | December 2014 | 1 | |
| | Review of Contractor Management processes across the Departments | | Review and gap analysis complete | December 2014 | 1 | |
| Developing and implementing a Disaster Recovery Plan | Working groups held with significant operational sites across Council | EM Performance | Business Continuity Plans developed | February 2015 | 5 | Deferred to July 2015 for completion of Organisation's Risk Management Framework and System and IT Business Continuity Plan |
| | Business Continuity Committee meets on a regular basis to review and update draft Business Continuity Plans | | Number of meetings per annum | At least 3 | 5 | |

Sustainable Governance

Strategy: G7b Maintain safe workplaces

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|--------|----------|-------------------------------|
| Number of lost time injuries and incidents reduced | Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions | EM Performance | Percentage reduction in lost time injuries | 5% | 4 | |
| | | | Percentage reduction in incidents | 5% | 4 | |
| | | | Percentage of corrective actions raised that are closed | 90% | 4 | |

Sustainable Governance

Strategy: G8a Promote and advocate the improved management of, and access to, information across Council

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|--|--------------------------------|------------|-------------------------------|
| Effectiveness of web site monitored | Maintain Council's web site Monitor and report on use of web site | EM Positioning | Percentage increase in number of visits to web site each year | 10% | 2 | |
| Geographic information system (GIS) across Council maintained | Maintain and update Council's geographic information (GIS) system Provide a publicly accessible digital mapping system | EM Digital | Software and mapping database updates completed annually Increase in number of users accessing the mapping website from base year 2010-11 | 100% Increases annually | 1 2 | |

Sustainable Governance

Strategy: G8b Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|---|--------------------------------------|---|----------------|----------|-------------------------------|
| All reports required by legislation or requested by Government departments and agencies provided | Complete Operational Plan as required by legislation | EM Performance | Percentage of reports required by legislation provided on time and in required format | 100% | 4 | |
| | Complete and submit Annual Report by due date | EM Performance | | | 4 | |
| | Submit annual audited financial accounts to DLG by due date | EM Financial | | | 2 | |
| | Provide Companion Animal reporting as required | EM Safe | | | 2 | |
| Annual reports on key councils plans and policies completed | Explore new process & format for cross council reporting on access and equity activities. | Internal Ombudman | Information for Annual Report provided | September 2014 | 1 | |

Sustainable Governance

Strategy: G9a Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community's vision

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|-----------------------------------|---------------------------------|--|
| Council is attracting high quality, invested people, utilising best practice recruitment actions | <p>Re-design Council's recruitment process</p> <p>Develop and deliver leadership workshops for the re-designed recruitment process</p> <p>Review Council's employee establishment with the Executive Leadership Team to ensure Council has the necessary skills and resources to meet our community's service expectations</p> | EM Performance | Best practice recruitment process implemented | June 2015. | 5 | To be implemented in 2015-2016 |
| High performing employees are engaged and retained | Create a comprehensive and effective employee engagement and communications plan | EM Performance | <p>Maintain 25% turnover of employees in their first 3 years</p> <p>Employee engagement and communications plan developed and implemented</p> | <p>June 2015</p> <p>June 2015</p> | <p>4</p> <p>5</p> | To be implemented in 2015 - 2016 |
| HR is promoted, understood and utilised throughout the organisation. | Create HR/OD branding and communications strategy | EM Performance | Internal communications and branding strategies developed and implemented | June 2015 | 5 | Partially complete. Finalisation delayed to 2015/2016 to align with Better Practice Review |

Sustainable Governance

Strategy: G9a Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community's vision

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|--|--|--------------------------------------|---|-----------|--|---|
| Improved HR/OD business practices and efficiencies | <p>Facilitate the migration of HR/OD paper files to Council's electronic records management system</p> <p>Develop an education and communications strategy on benefits and responsibilities of utilising electronic records</p> <p>Review and streamline Council's employee establishment process</p> <p>Review against best practice to develop HR policies, supporting documentenation and training programs, replacing all current documents</p> <p>Continue to advance the features utilised in CHRS21 Payroll/HR system including implementation of upgrade</p> | EM Performance | Improved HR/OD busniess practices and effeciency projects developed and implemented | June 2015 | <p>1</p> <p>5</p> <p>1</p> <p>2</p> <p>4</p> | <p>TRIM Training completed – due to be rolled out 2015/2016</p> |

Sustainable Governance

Strategy: G9b Create a positive performance culture that builds skills in alignment with Council's Mission and Values

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|--|----------|---|
| Implement annual Leadership Development Action Plan | Program, promote and implement Talent on Track Programs <ul style="list-style-type: none"> • LGMA Management Challenge • iTic Leadership (Improvement Through Innovation & Change) Executive & Senior Leadership team approved professional development plans – attendance on courses, mentoring or coaching request are scheduled. | EM Performance | Participants report high level of satisfaction in evaluations | 80% | 5 | Delayed to 2015-2016 to align with new Human Synergistics Leadership Development & Coaching Program |
| | | | Annual ESLT development plans are developed and rolled out | 100% | 4 | |
| | | | Organisational wide survey data or pulse survey results | Improvement on the by division rating from previous survey data if below 75% | 4 | |
| Undertake and report on Organisational Wide Business Excellence or pulse survey | Undertake survey Report results | EM Performance | Complete main or pulse survey on time and report result trends from previous year | May 2015 | 4 | |
| | | | | June 2015 | 4 | |
| Implement annual Learning & Development Action Plan | Develop and complete annual on-the job program in customer service Safety training schedule developed and rolled out by L&D and WH&S team | EM Performance | Program completion | June 2015 | 5 | TREC into Learning Program Plan rolling out in May 2015 with courses commencing in 2015-2016 |
| | | | Program evaluation satisfaction levels | 80% | 5 | |
| | | | Scheduled courses delivered | 100% | 5 | |

Sustainable Governance

Strategy: G9b Create a positive performance culture that builds skills in alignment with Council's Mission and Values

| Deliverable | Actions | Sub service/ Reporting Officer | Measure | Target | Progress | Comment (If rating 3 or 5) |
|---|---|--------------------------------------|---|-----------|----------|--|
| Implement annual Learning and Development Action Plan – Purchase a Learning Management System | Scope brief for LMS, agree stakeholders, review vendors, seek tendors, select provider, agree implementation plan. | EM Performance | Launch new system | June 2015 | 5 | Delayed till completion of organisation wide systems review & survey |
| Improved performance management system for senior leadership to monitor achievement and ensure accountability | Review, engage key stakeholders and develop new performance management system for senior leadership to monitor achievement and ensure accountability Develop new online annual performance review system | EM Performance | New performance management system ready to be implemented | June 2015 | 5 | To be implemented July 2015 |
| | | | New online annual performance review system ready to be implemented | June 2015 | 5 | To be implemented in 2015 - 2016 |
| An engaged and informed Public Works and Services Department during the transition to the new depot | Review and compare terms and conditions between Waverley and Woollahra workforces Complete an employee engagement and industrial relations plan for Z2A | EM Performance | Report on findings submitted | Dec 2014 | 1 | |
| | | | Plan approved | Dec 2014 | 1 | |