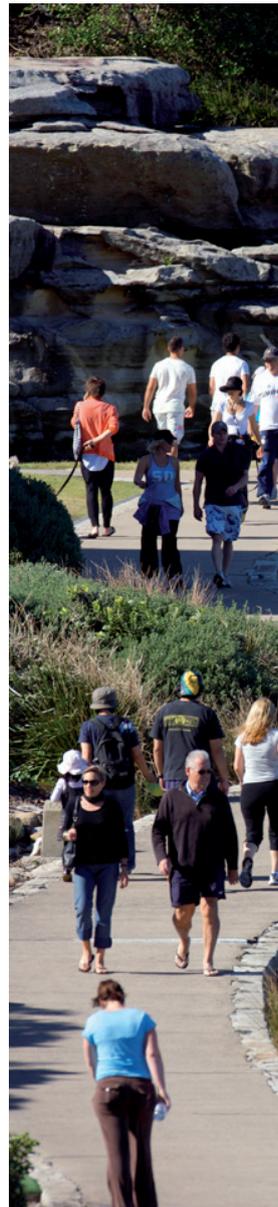




WAVERLEY COUNCIL Annual Report 2008-09

A vibrant, welcoming and inspiring place to live, work & play



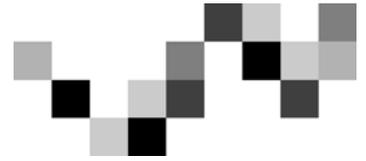
Waverley Council

Annual Report 2008/2009

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A vibrant, welcoming and inspiring place to live, work and play

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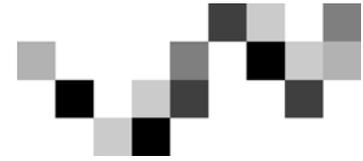
OUR VISION

Between the city and the sea, Waverley will be a vibrant, welcoming and inspiring place to live, work and play with its diverse population, creative culture, enriching lifestyle, stunning natural features and distinctive neighbourhoods

OUR MISSION

To lead the way in working together with the whole community to manage our people, resources and assets well for today and future generations

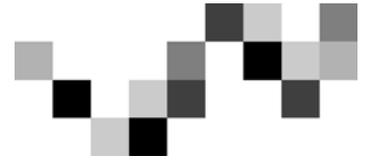
A vibrant, welcoming and inspiring place to live, work and play



WAVERLEY is a place that...

- ***Protects and nurtures its distinct identity, sense of community, civic pride and respect for each other and the places where we live, work and play***
- ***Sustains its community with safe and livable neighbourhoods, shops, streets and public places that look and feel good and are clean, functional and well maintained***
- ***Supports itself with accessible and affordable facilities, services and accommodation***
- ***Protects and enhances the natural environment for present and future generations and shares open and green space***
- ***Offers lifestyle choices for everyone through a variety of recreational, social, arts and cultural opportunities***
- ***Plans for its future resulting in design and development that is human scale, sensitive and sustainable***
- ***Protects its indigenous, non-indigenous, natural, built and cultural heritage***
- ***Enjoys reduced traffic congestion and improved access and safety, especially because people walk, cycle and use public transport more often but also because they use cars and parking spaces more efficiently***
- ***Actively promotes the creation of more jobs and a vibrant and creative local economy***
- ***Supports Bondi to become an exceptional place where locals and visitors exist in harmony with each other and the environment enjoying and respecting the magnificent beach, distinctive and livable neighbourhoods, vibrant shopping and tourist precincts and eclectic cultural life***
- ***Brings alive Bondi Junction as Australia's best integrated livable urban neighbourhood, offering a high quality of life and commerce in special places that enrich, uplift and inspire the human spirit***

A vibrant, welcoming and inspiring place to live, work and play



Waverley Council is committed to being a professional, friendly and ethical organisation that consults with and listens to the community. We pride ourselves on bringing the following values alive in our daily activities:

Good leadership

Good leadership is having the courage to make difficult decisions when they are for the benefit of the whole community and having the skills to engage your team in providing quality service.

Great customer service

Great Customer Service is the willingness and ability to give priority to customers, delivering high quality services which meet their needs.

Respect for all

Respect for all is; treating each other and all members of the community in a friendly, fair and equitable way.

Working ethically

Ethical behavior is acting in ways that are consistent with the expectation of the organisation to be corruption free and transparent.

Working together

Working Together is about everyone working in partnership (internally and with the community) to achieve common or shared goals.

Getting the job done safely and on time

Getting the job done means providing a service efficiently, effectively and in the safest possible manner with due regard for the environment, within agreed timeframe and demonstrating value for money.

A vibrant, welcoming and inspiring place to live, work and play

A Profile of Waverley

The Waverley Local Government Area (LGA) is located on Sydney's eastern seaboard, approximately seven kilometres from the city's central business district. It includes the suburbs of Bondi Junction, Queens Park, Bronte, Waverley, Bondi, North Bondi, Tamarama, Dover Heights and parts of Rose Bay and Vaucluse.

Waverley's position between the city and the sea is the key to its enormous attraction for residents and visitors. It lies just south of the beautiful Sydney Harbour, with the Tasman Sea defining its eastern boundary. Dover Heights, arguably its most affluent suburb, enjoys views of the Harbour Bridge while its beachside suburbs, Bondi, Tamarama and Bronte, are amongst the most popular in Australia.

With an area of 9.3 square kilometres and a population density in 2008 of 7,200 people per square kilometre, Waverley is the most densely populated LGA in Australia after the City of Sydney.

Waverley is a diverse area, which has become increasingly popular to visitors and those who wish to make their home here. It shares many features with Sydney and particularly with other parts of the Inner and Eastern Sydney areas. However, there are also significant differences which highlight Waverley's distinctive character, including high density living; young families with a high proportion of working mothers; an ageing population; a large number of single person and group households; an influx of visitors and temporary residents; and the cost of living. All of these characteristics present potential challenges to a healthy, harmonious and sustainable community which will have particular planning implications for Council over the coming years.

Waverley's population characteristics

There are also a couple of important demographic characteristics, which differ significantly from other inner Sydney areas, making Waverley the socially and culturally diverse community it has become. Interesting features include:

- home ownership (fully owned or buying) is low (43% of dwellings compared to 61% in Sydney);
- just over 38% of dwellings are rented making a significant proportion of the population vulnerable to dramatic rent increases which have occurred in the last decade;
- an influx of tourists, people on working holiday visas and medium to long-term business migrants and their families (over three times as many overseas visitors in 2006 compared to 1991);
- home to a large Jewish population – 28% of Jewish people in NSW live in Waverley accounting for 17% of Waverley's total population;
- LGA with the largest proportion of Russian speakers (and people indicating Russian ancestry) in NSW. This is a multi-faceted heterogeneous group of people from all over the world (including the Russian Federation, Ukraine, China, Germany and South Africa), both Jewish and non-Jewish;
- second largest concentration of all South Africans in NSW after Ku-ring-gai (or 12% of Waverley's total overseas born population);
- compared to Sydney overall, a larger proportion of lone person and group households; and
- an ageing population particularly pronounced in post war immigrant communities.

Waverley's age pyramid and population projections

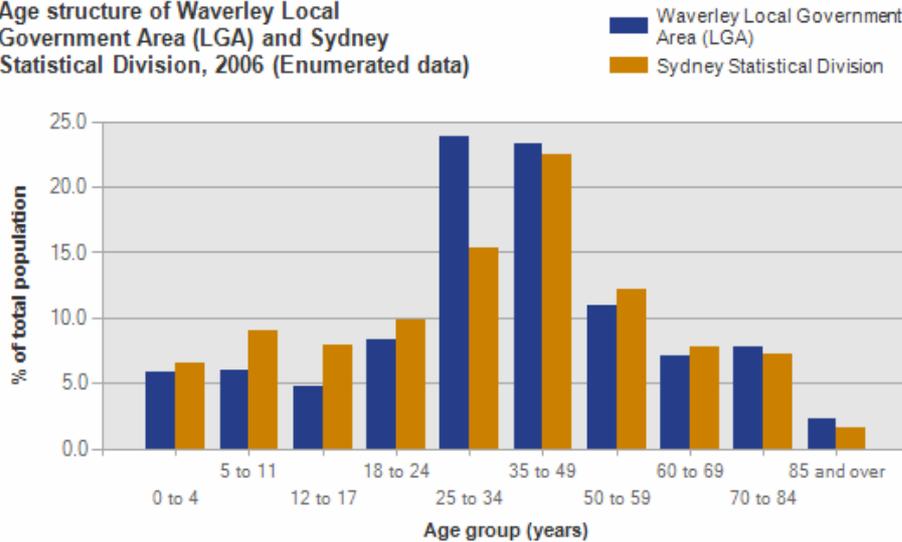
In 2006, Waverley's resident population was 60,713. Overseas visitors made up 3% of the total population, significantly higher compared to 1% for Sydney overall.

A comparison of Waverley LGA's age structure in 2006 to the Sydney Statistical Division (SD) shows that there was a smaller proportion of people in the younger age groups (0 to 17) but a similar proportion of people in the older age groups (60+).

Waverley Council

The Waverley Area

Age structure of Waverley Local Government Area (LGA) and Sydney Statistical Division, 2006 (Enumerated data)



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

Overall, 16.6% of the population was aged between 0 and 17, and 17.2% were aged 60 years and over, compared with 23.6% and 16.7% respectively for the Sydney Statistical Division.

The major differences between the age structure of Waverley Local Government Area (LGA) and the Sydney SD were:

- A *larger* percentage of 25 to 34 year olds (23.8% compared to 15.3%);
- A *smaller* percentage of 5 to 11 year olds (5.9% compared to 9.1%), and;
- A *smaller* percentage of 12 to 17 year olds (4.8% compared to 7.9%).

The largest changes in age structure in the Waverley LGA between 2001 and 2006 were in the age groups:

- 35 to 49 (+542 persons);
- 0 to 4 (+493 persons);
- 18 to 24 (-762 persons), and;
- 70 to 84 (-313 persons).

Looking at Waverley's age distribution over a 40-year period from 1966-2006, changes have occurred predominantly in the 15-19 and 20-65-year-old age ranges. During this period, the proportion of young adults halved, decreasing from 8.3% in 1966 to 4.07% in 2006, whereas the working age population increased from 63.2% to 69.3%.

A smaller decrease occurred in the 5-14 age range from 10.1% in 1966 to 8.2% in 2006 whereas the pre-school age population (0-4 year olds) has remained fairly stable at just over 5%, increasing to 5.9% of the total population in 2006. This proportion was slightly higher than that in the Eastern suburbs (5.5%) and lower compared with Sydney SD (6.6%). Between 2001 and 2006, the number of preschoolers aged 0-4 increased by around 500, something of a mini-boom for Waverley LGA.

Between 2001 and 2006, the largest decrease (762) in population numbers has occurred in the 18-24-year-old age cohort, or a reduction from 9.9% of Waverley's total population in 2001 to 8.3% in 2006.

An Ageing Community

In 2006, 13.2% of Waverley's total population was over 65 years old. Despite a slight drop in the number of people over 65 over the last 10 years (from 14% in 1996), given the large proportion of residents moving towards retirement, this age group is projected to increase to 17% by 2031.

Waverley Council

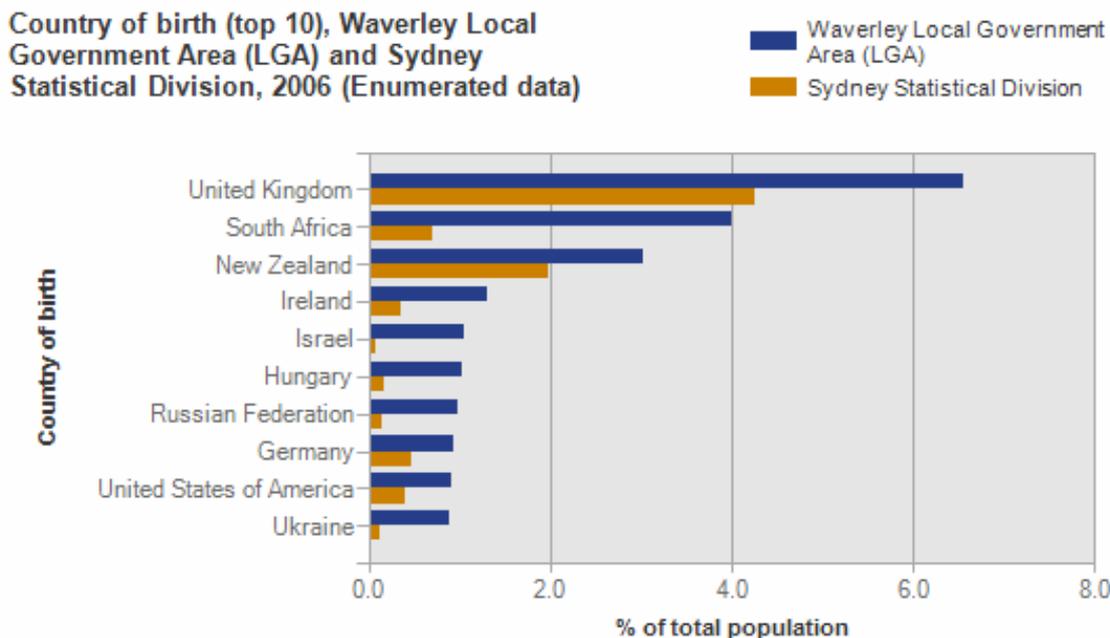
The Waverley Area

Provisional population projections indicate that Waverley's total population will decline over the next 22 years or so (population growth slowing to 0.1% by 2022), with the proportion of frail aged people (85 years or older) anticipated to increase from 2.1% to 3% by 2031. This age group increased from 2.1% to 2.3% of the total population since the last census was taken in 2001. The elderly to child ratio of 1.0 (10 elderly for every 10 children) is expected to increase by 2022 to 1.5 (or 15 elderly to every 10 children). Similar trends are occurring throughout Sydney.

Waverley's diversity

Waverley's population is made up of many different groups of people. Extremely wealthy families, successful single professionals in their thirties and empty nesters on high incomes; group households in run-down semis and older-style flats whose members share the high cost of living; sole parents; low income families and individuals (many of whom are aged 55 years or older); people caring for a family member with a disability; people experiencing housing stress by ever-increasing mortgages and rents; middle-income families with pre-school kids intent on financial survival; isolated older people living alone; people suffering from mental illness; and homeless people.

Following closely behind its neighbours Randwick and City of Sydney, Waverley ranks 19th of NSW LGAs with the highest proportion of overseas-born residents adding cultural richness to its social fabric. The following graph lists the top ten birth places for Waverley residents in 2006, compared to Sydney Statistical Division (SD).



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

Waverley's Jewish community is strong numbering about 10,200 in 2006, representing well over a quarter (28%) of all Jewish people in NSW. Many have migrated from Eastern European countries, the former USSR/Russian Federation and Ukraine, South Africa, and Israel (People of NSW, 2006.)

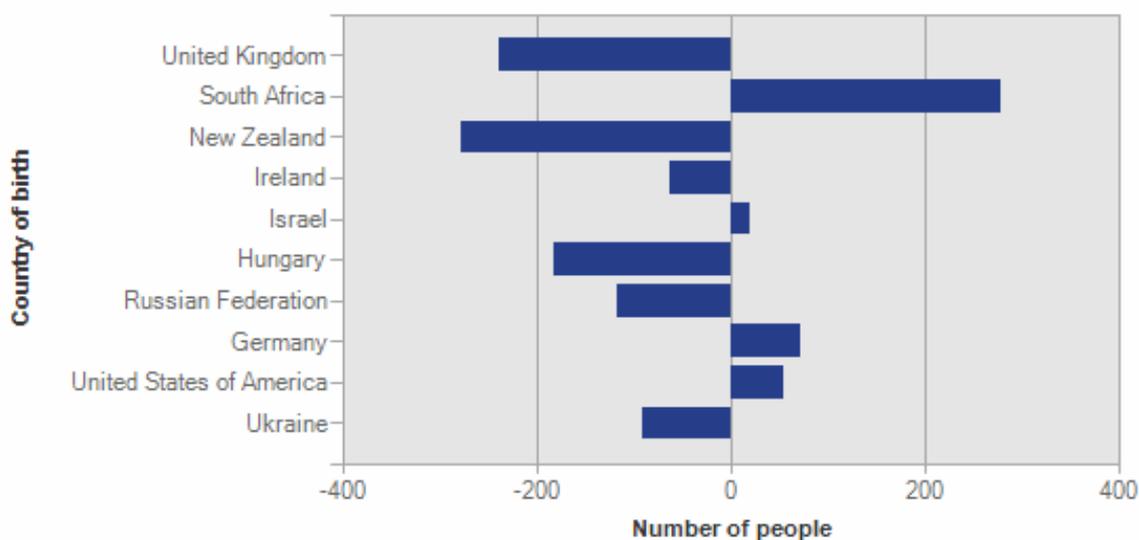
Waverley is home to a large Russian speaking community and many smaller communities from Europe, North & South America, Asia and the Pacific. High housing costs have reduced the number of Maori families in Waverley but strong networks exist with those who have moved out. More recently, the South African community has had a large influx of migrants with another 16% increase between 2001 and 2006, making it Waverley's 2nd largest group of people born overseas with nearly 2,500 residents.

Waverley Council

The Waverley Area

The following graph shows the changes between 2001 and 2006 that have occurred in the top ten birth places. The number of residents born in the UK and New Zealand, while still representing 1st and 3rd largest overseas born populations, decreased significantly over that period.

Change in country of birth (top 10), Waverley Local Government Area (LGA), 2001 to 2006 (Enumerated data)



Source: Australian Bureau of Statistics, 2006 and 2001 Census of Population and Housing (Enumerated)

Households and families

The composition of families has changed since the 2001 census - while previous population figures recorded decreases in families with children and increases in couple-only families, the 2006 census reports an increase in couples with children (particularly young children) from 37% of all families in 2001 to 40% in 2006 and a decrease in couple-only families from 45% to 44% of all family households. This coincides with a 'mini-boom' of pre-schoolers with an increase of about 500 0-4 year olds, from 3,022 in 2001 to 3,515 in 2006.

Compared to Sydney overall, the proportion of families with children (including one parent families) is smaller (53% compared to Sydney SD's 65.5%).

As part of a Sydney-wide trend, many women wanting to pursue a career choose to delay childbirth. In Waverley, this trend has resulted in a high proportion (26%) of mature age (35 years or older) first-time mothers. A substantial proportion of mothers continue to work or re-enter the workforce after childbirth and access to affordable care is a significant problem for many families in Waverley.

Between 2001 and 2006, the number of all households in Waverley increased from 27,176 to 27,388. Apart from 'other households' (made up of visitors and non-classifiable households) which grew from a total of 3,163 to 4,583, other household types experienced a small decrease in absolute and percentage terms, perhaps as a result of decreasing housing affordability.

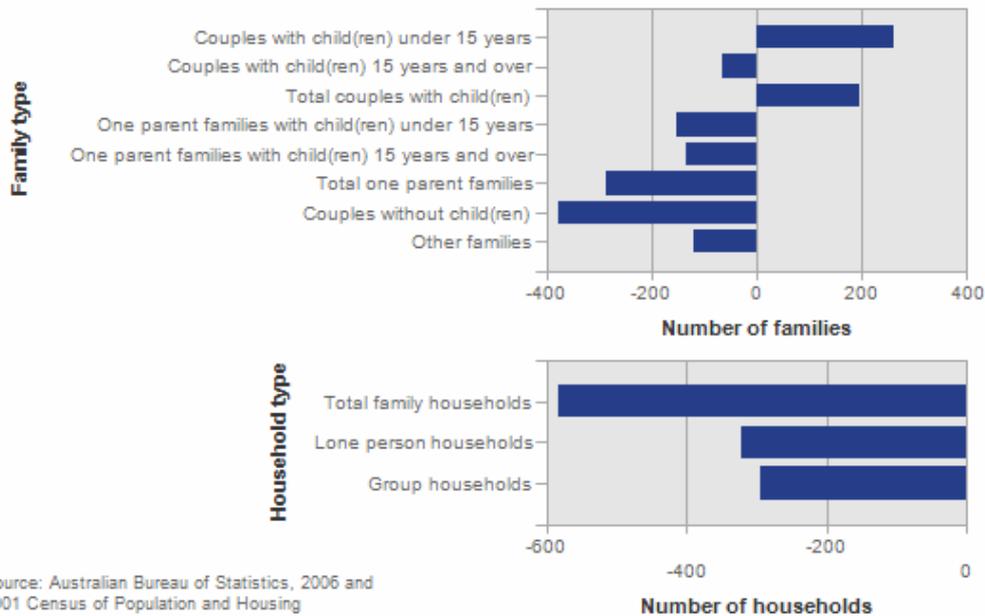
The most obvious feature of Waverley's household arrangements is the large number of people living alone (32% of all privately occupied dwellings) and in group households (10%), a much higher proportion compared to Sydney's 22% and 4% respectively. Group households fell from 9.8% of all households in 2001 to 8.8% in 2006. Despite this decrease, with a total of 2,362 Waverley still has a much higher proportion of group households compared to Sydney SD which recorded 3.9% of this household type in 2006.

Waverley Council

The Waverley Area

Lone person households decreased from 28.5% of all households to 27.1%, making up a total of 7,417 in 2006. This proportion is still significantly higher compared to Sydney SD (21.6%). Other wealthier suburbs of Sydney such as Woollahra, Manly and Mosman also had fewer lone person households in 2006 compared to 2001.

Change in household and family types, Waverley Local Government Area (LGA), 2001 to 2006 (Enumerated data)



Source: Australian Bureau of Statistics, 2006 and 2001 Census of Population and Housing (Enumerated)

In 2006, despite a slight decrease since 2001, there were still many sole parent families in Waverley (13% of all family households), particularly in Bondi Beach (postcode 2026), an area which also had the highest proportion of lone and group households, families on low incomes and households experiencing rental stress.

High cost of living, housing and rental stress

Along with other eastern suburbs residents, people in Waverley earn high incomes. However, in 2006, nearly a quarter (24.1%) of residents aged 15 years or older were on low incomes, earning less than \$400 per week (\$20,828 pa). Of these, a large proportion (40%) is made up of people aged 55 years or older and another 24.1% is comprised of young people under the age of 24.

In 2006, the median weekly household income was \$1,442 (compared to \$1,102 in 2001) and the median weekly family income in 2006 was \$1,928 per week.

The loss of private rental stock and in particular affordable private rental accommodation is a significant issue for Waverley residents. Available housing stock does not always support the needs of the community through different stages of the housing life cycle. The Waverley LGA is one of the least affordable local government areas in NSW, both for rental and purchase.

Mortgages and rents are significantly higher in Waverley compared to Sydney overall. The median weekly rent in 2006 for Waverley LGA was \$350 and the median monthly housing loan repayment was \$2,340. With childcare costs up to \$105 per day for a nursery place, many families with dependent children on middle incomes are struggling to meet the cost of living.

Waverley Council

The Waverley Area

The following table based on information provided by the Department of Housing illustrates the significant housing cost increases that have occurred in Waverley over a 5-year period, from 2002 to 2007.

Median weekly rents	Waverley LGA Sep 2002	Waverley LGA Sep 2007	Percent increase	Sydney GMR Sep 2007
1-bedroom dwelling	\$260	\$330	26.9%	\$150
2-bedroom dwelling	\$350	\$430	22.9%	\$220
3-bedroom dwelling	\$490	\$650	32.7%	\$270

Median rents for Waverley LGA and Sydney Greater Metropolitan Region

By December 2008, median weekly rents had further increased to \$400 for a 1-bedroom, \$530 for a 2-bedroom and \$800 for a 3-bedroom dwelling. This compares to \$350, \$390 and \$385 for Sydney SD respectively.

Using 2006 census data, the Department of Housing states that 70% of all low and moderate income households renting in the private rental market in the Waverley LGA are in housing stress. This is significantly higher than the average of 56% across the Greater Metropolitan Region (GMR). Waverley has significantly more low and moderate income renters in housing stress than purchasers (around 3.7 times as many). The proportion of low and moderate income households in Waverley who are purchasing and are in housing stress is 69%.

Waverley has seen a dramatic decline in boarding houses which cater for individuals on low incomes including those suffering from mental illness and unable to access secure housing in the private rental market. The disappearance of this type of housing together with the change-of-use and upgrades of old, affordable housing stock is pushing certain community groups and individuals out of Waverley's housing market

Disability

Client statistics indicate that Waverley is an area with a high number of people with a disability. This has been reported in previous Social Plans. It is difficult to obtain accurate data for people affected by a disability. ABS census and disability survey information provide at best glimpses of diverse population groups in the community and their needs.

Client statistics collected for the Waverley LGA by the Information on Disability and Education Awareness (IDEAS) indicate that a high proportion of inquiries and requests for information and referrals are made by agencies and residents in Waverley. In 2008/09, the great majority of IDEAS clients (60%) lived in the postcode area 2026; a further 20% was recorded for people living in Bondi Junction/Queens Park (postcode area 2022) and Waverley/Bronte (postcode area 2024) respectively. Clients needed help with a range of issues, including allied health, counselling, employment and finance. However, the most frequent problem encountered was in the area of rights, law, and advocacy, followed by accommodation, support services, recreation and equipment. This is fairly consistent with Council's findings from consultations and focus groups.

Waverley Council

A Message From Councillor Sally Betts, Mayor of Waverley



It was a great honour to be re-elected your Mayor for a second term in September. Over the past 12 months I believe we have achieved a lot. Waverley is looking cleaner and tidier. The task of keeping Waverley clean will never end and we still have a lot to do but our increased cleaning regime and our poster and graffiti removal campaigns have made a big difference. We also completed our public parking review to help make our system more sustainable, fairer for residents and hopefully easier for visitors to find a parking spot in our highly visited area. We will undertake community consultation on a number of the actions before implementation but I believe the end result will be a better parking system for all.

We must keep up the momentum. We need to keep on developing new initiatives and policies to further improve our beautiful area. Council's biggest challenge is how we continue to invest in our community and deliver quality services, and maintain our ageing and well-used infrastructure with limited funding.

As part of our planning for the future Council has developed the *Strategic Asset Management Plan*, *Environmental Action Plan*, *Waverley Together Strategic Plan* and the *Long Term Financial Strategy*. Our *Waverley Together Strategic Plan* identifies our community's main priorities and expectations for the future, what strategies will be used for achieving these goals and how progress will be measured.

During this planning we extensively consulted our community to determine what their vision of Waverley is. We surveyed over 500 people, held study groups with 30 residents over a two month period, and 300 residents came to our 'Have a Say Day'. We also were one of the first Councils in Australia to use an internet chat room to consult with our community. We had 700 visitors to the site and 170 comments were made. Thanks to all those residents who let us know their thoughts. All of this feedback has greatly helped us plan for Waverley's future.

We are now exploring our financial options so we can continue to deliver the level of service our community deserves and to help upgrade and maintain our infrastructure.

I want to thank my fellow Councillors and Council staff for their hard work over the past 12 months. I look forward to working with them to continue implementing good strong policies and projects to further improve Waverley.

A handwritten signature in black ink that reads "Sally Betts". The signature is written in a cursive, flowing style.

Cr Sally Betts
Mayor of Waverley

A vibrant, welcoming and inspiring place to live, work and play

Waverley Council

A Message From The General Manager, Tony Reed



I am pleased to present the 2008/2009 Annual Report which provides a review of Council's progress in the last financial year. This year was a significant period for Waverley, not least because it marked 150 years as a municipality. The sesquicentenary has provided us with an opportunity to reflect on all that has been achieved in Waverley in its 150 year history. It also marked the start of significant community consultation which will define our future through the *Waverley Together 2* Strategic Plan.

This Annual Report provides a review of Council's progress in 2008/2009, particularly in relation to the achievement of Management Plan targets, statutory requirements, and financial and environmental performance. Many practical and significant activities and achievements have occurred. Some of these include:

- Organisation of a year long program of community activities to celebrate Waverley's 150th birthday, including the memorable eco-friendly 150th Birthday Fair in June which attracted approximately 10,000 people. The history and colour of Waverley has also been captured for all to enjoy through the distribution of a commemorative calendar and through Council initiatives like the 'Living Library' and 'Travelling Exhibition'.
- Construction of the coastal walk extension between Calga Reserve and the southern boundary of Waverley commenced in 2008 and was completed in August 2009. The magnificent suspended boardwalk provides an uninterrupted walkway from Diamond Bay to the southern end of Bronte and will help protect the beautiful and historic Waverley Cemetery.
- Endorsement of Council's first Environmental Action Plan (EAP1) which sets out our future strategic commitments to environmental protection. EAP2 has since been drafted, with further ambitious environmental targets for Council and the Community to work towards.
- Completion of the Bondi Junction Centre Local Environment Plan and Development Control Plan in early 2009. These plans are key to ensuring the long term future of Bondi Junction as the premier regional centre of the Eastern Suburbs.
- Development of the ten year financial plan for Council which forms the basis for other long term planning initiatives, particularly relating to the management of assets.
- Delivery of a wide range of social and physical activities and low cost health services to people over 50 through the Waverley Community and Seniors Centre, with an average 1700 people each month participating in the Centre's activities.

As outlined in the final review of the Management Plan, Council provided a vast array of ongoing services and facilities in 2008/2009. These include provision of affordable childcare, programs for people with a disability, library services, environmental education initiatives, residential and commercial waste collections, parks, playgrounds and sporting facilities and arts and cultural events to name a few.

Importantly, while 2008/2009 was a turbulent year for many with the onset of the global financial crisis, the majority of Council's financial targets were met. The development of the ten year financial plan and a review of Council's Investment Policy during this period will further ensure Council's future financial sustainability.



Tony Reed
General Manager

A vibrant, welcoming and inspiring place to live, work and play

Waverley Council

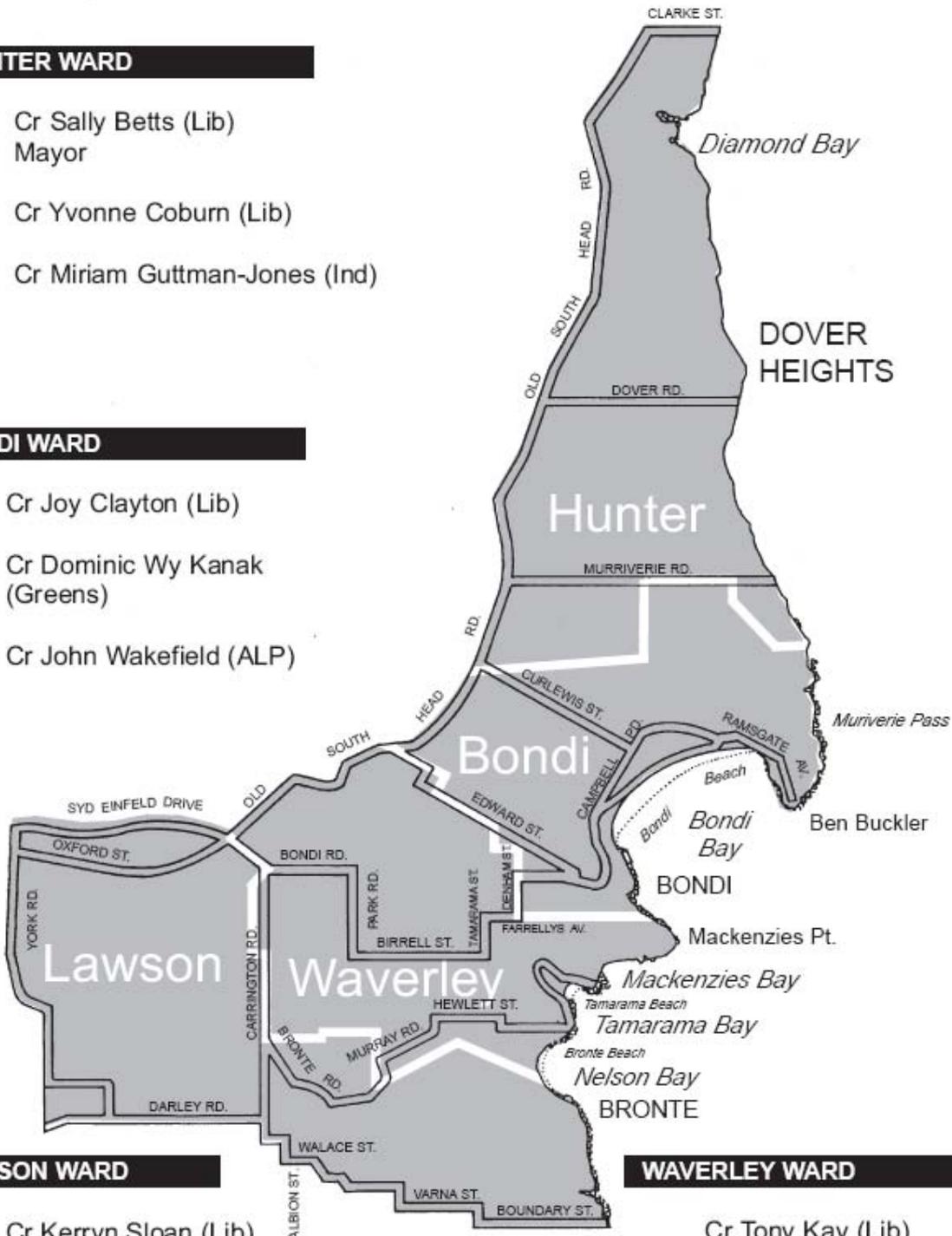
Ward Councillors and Ward Boundaries

HUNTER WARD

- Cr Sally Betts (Lib)
Mayor
- Cr Yvonne Coburn (Lib)
- Cr Miriam Guttman-Jones (Ind)

BONDI WARD

- Cr Joy Clayton (Lib)
- Cr Dominic Wy Kanak (Greens)
- Cr John Wakefield (ALP)



LAWSON WARD

- Cr Kerryn Sloan (Lib)
Deputy Mayor
- Cr Mora Main (Greens)
- Cr Rose Jackson (ALP)

WAVERLEY WARD

- Cr Tony Kay (Lib)
- Cr Prue Canican (Greens)
- Cr Ingrid Strewe (ALP)

Waverley Council

Ward Councillors and Ward Boundaries

HUNTER WARD



Sally Betts, Mayor - Liberal
(h.) 9369 8000
(fax) 9387 1820
sallyb@waverley.nsw.gov.au



Yvonne Coburn - Liberal
(h.) 9389 6065
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Miriam Guttman-Jones - Independent
(h) 9371 1412
miriamgj@waverley.nsw.gov.au

BONDI WARD



Dominic Wy Kanak - Greens
message (w) 9369 8027
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Cr Joy Clayton - Liberal
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John Wakefield - Labor
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LAWSON WARD



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Rose Jackson - Labor
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WAVERLEY WARD



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Prue Cancian - Greens
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Cr Ingrid Strewe - Labor
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Waverley Council

General Information about Council/Council Committee Meetings

Council is made up of twelve councillors elected by the ratepayers and residents of Waverley for a four-year term. The last Local Government election was held in September 2008. Councillors are elected by Ward (a geographical area). Waverley has four Wards. Three of these wards (Bondi, Waverley and Nelson [now Hunter Ward]) were established in 1860, with Lawson Ward being created in 1867.

The positions of Mayor and Deputy Mayor are usually decided annually by a vote of all councillors. Councillor Sally Betts was elected Mayor and Councillor Kerry Sloan was elected Deputy Mayor in September 2008. ***

The Waverley Council area is located in the State Parliamentary seats of Coogee and Vaucluse and the Federal Parliamentary seat of Wentworth. The State Members for the area are Mr. Paul Pearce, M.P. (Member for Coogee - telephone 9389-6669) and Mr. Peter Debnam, M.P. (Member for Vaucluse - telephone 9369-3017). The Federal Member for Wentworth is Mr. Malcolm Turnbull, M.P. (telephone 9369 5221).

Waverley Council encourages members of the community to attend meetings of Council. All meetings are open to the public and usually take place on the third floor of the Council Chambers.

Members of the public can address Council on any issue included on the Agenda for the meeting, provided they notify AGovernance staff on 9369-8000 by 3.00pm on the day of the meeting.

Addresses are limited to a three (3) minutes for one speaker for and another three (3) minutes for one speaker against each item. This time may be shared between speakers (eg. 2 speakers for 1.5 minutes each) and Council may permit a 3 minute extension.

At Council Meetings the speaker is not permitted to question Councillors, or be questioned by them. Committee Meetings are more informal and allow the public to ask questions of Councillors.

Full Council Meetings are usually held on the third Tuesday of the month. Council also usually meets on the first Saturday of the month for Inspection Meetings.

Council's Committees meet on the first and fourth Tuesday of each month, except in December and January.

Copies of business papers are available before meetings at Waverley Library, our Customer service Centre or on our internet site at www.waverley.nsw.gov.au and follow the link to Council meetings.

Committee Meeting Times and Members (as at October 2009)

Community, Housing, Environmental

Services & Public Works Committee 1st Tuesday.....8.00 p.m.
Crs Betts (Mayor), Guttman-Jones (Chair), Cancian, Coburn, Clayton, Jackson, Kanak and Kay

Finance, Ethics & Strategic

Planning Committee 1st Tuesday.....7.30 p.m.
Crs Betts (Mayor), Sloan (Chair), Clayton, Guttman-Jones, Kay, Main, Streve and Wakefield

Development Control Committee..... 4th Tuesday7.00 p.m.
Cr Kay (Chair), and all other Councillors

*** At the Mayoral election held on 17 September 2009 Councillor Sally Betts was re elected Mayor and Councillor Kerry Sloan was re elected Deputy Mayor.

Waverley Council

General Information about Council/Council Committee Meetings

Community Committees

Waverley-Woollahra Process Plant Joint Committee

Crs Betts (Mayor), Kay and Strewe

Waverley Surf Life Saving Club Committee

Crs Clayton (Chair), Main and Wakefield

Waverley Access Committee

Crs Clayton (Chair) and Cr Main (Alternate Chair)

Waverley Housing Advisory Group

Crs Betts (Mayor), Cancian and Wakefield

Waverley Traffic Committee

Cr Kay (Alternate: Cr Wakefield)

Multicultural Advisory Committee

Cr Guttman-Jones (Chair) and Cr Kanak (Alternate Chair) and all other Councillors

Community Safety Advisory Committee

Crs Clayton (Chair), Guttman-Jones and Main

Legal Services Review Panel

Crs Coburn, Kay, Main and Strewe

Environmental Sustainability Advisory Committee

Crs Kay (Chair), Cancian, Coburn and Main

Waverley Transport & Traffic Consultative Forum

Crs Betts, Guttman-Jones, Kay and Wakefield

Waverley Public Arts Committee

Crs Sloan (Chair), Kay, Cancian and Strewe

Bondi Forum

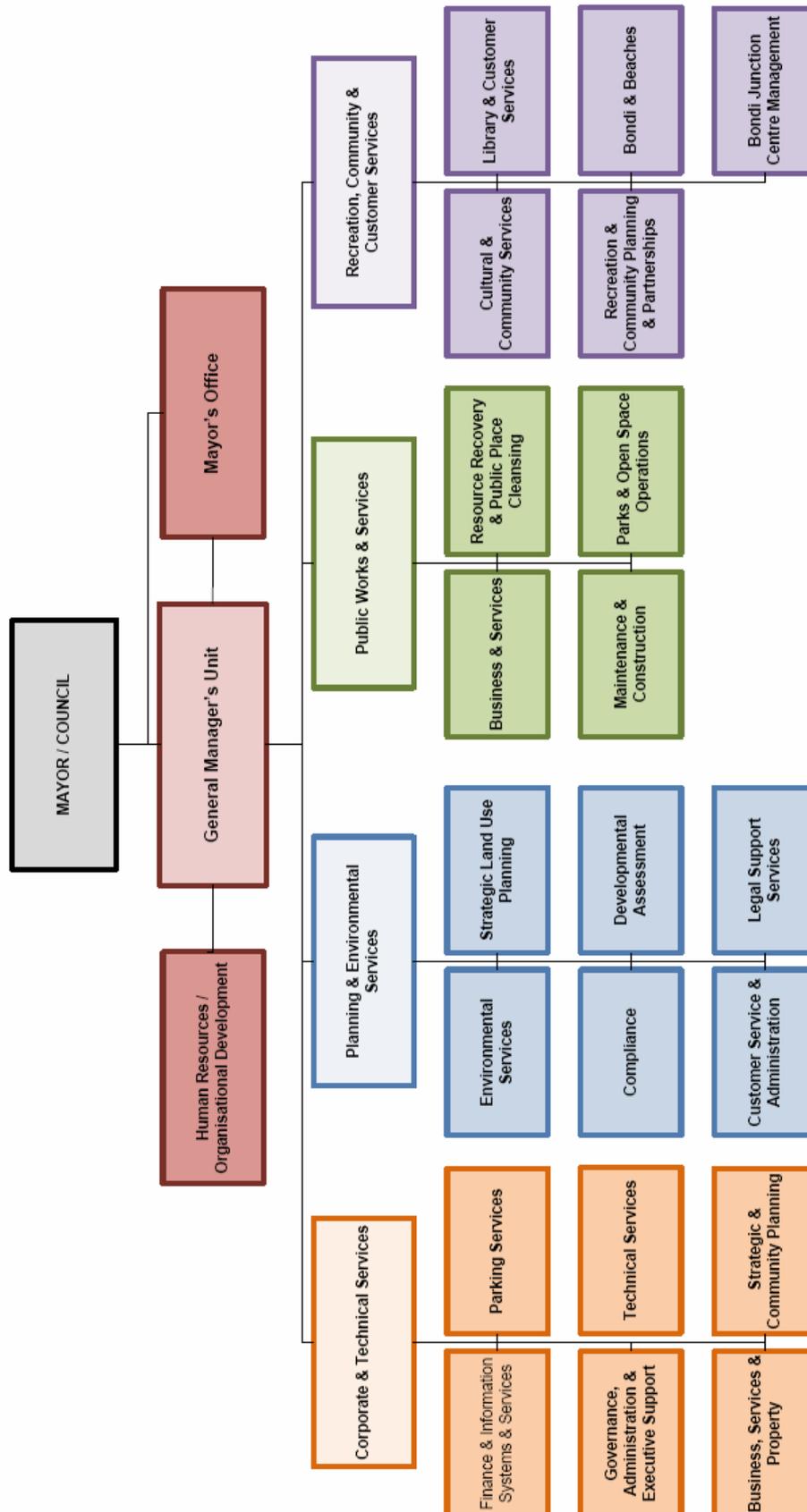
Crs Betts (Mayor), Clayton (Chair), Kanak and Wakefield

Bondi Junction Forum

Crs Betts (Mayor), Coburn, Sloan and all other Councillors

Waverley Council

How Council is Organised



Waverley Council

How Council is Organised

The role of the elected Council is to represent the community, decide on Council's strategic direction and policies, to allocate and monitor the use of Council resources through the budget process and to appoint a General Manager.

The Mayor is elected by a vote of Councillors to preside at Council meetings, carry out the civic and ceremonial functions of the Mayoral office and where necessary, to exercise Council's policymaking functions between Council meetings. Council also elects a Deputy Mayor to undertake the responsibilities of the Mayor when the Mayor is unavailable.



General Manager Tony Reed

The General Manager is appointed by the elected Council and is responsible, under the Local Government Act, for the efficient and effective operation of the organisation and for ensuring the implementation of decisions of the Council. This includes day-to-day management of Council operations, appointment and direction of staff, oversight of functions delegated by Council, and implementation of Council's equal employment

opportunity management plan.

In addition, the General Manager is responsible for providing advice to the elected Council on strategic, policy and resource allocation issues and representing Council in its dealings with external organisations and bodies.

The General Manager's Unit comprises the Mayor's Office and the General Manager's Office.

- The General Manager's Office leads the executive and organisation, leads long term strategic planning and new policy and program development.
- The Mayor's Office provides support to the Mayor, is the central point for Council's media relations and organises Mayoral functions and civic events.

In addition, the Human Resources and Organisation Development Division reports directly to the General Manager. The Division provides training and development for Council staff, provides leadership in organisation development and improving Council's organisational capacity and assists in the recruitment, retention and management of high performing and professional staff.

All of Council's functions are achieved through the work of the General Manager and his staff and Council's four departments:

- Corporate and Technical Services
- Recreation, Community and Customer Services
- Planning and Environmental Services
- Public Works and Services

What Our Departments Do



Corporate & Technical Services Bronwyn Kelly, Director

Our Corporate and Technical Services Department -

- Develops and implements plans to effectively manage Council's financial and technical resources, and building, property and infrastructure assets.
- Manages Council's annual corporate planning and reporting cycle including:
 - statutory management and financial planning and reporting, and
 - planning and monitoring of delivery of capital works.

Waverley Council

How Council is Organised

- Provides services to Council staff, managers and Councillors including:
 - corporate governance,
 - records management and information access,
 - risk management,
 - Council meeting agendas and minutes, and
 - information technology.
- Provides services to the community through the management and operation of roads, parking and transportation systems.
- Operates Council's businesses and services including car parks, cemeteries, property dealings and the management of leases/licences.

Recreation Community & Customer Services

Meredith Wallace, Director



Our Recreation, Community & Customer Services Department works to promote individual and community well-being through the direct provision of services including:

- Providing face to face and on the telephone service to customers.
- Providing services, programs and events that act as a focus for community activities.
- Undertake successful advocacy for the community.
- Acting as a gateway to the world's information resources for all members of the community.
- Providing an integrated approach to planning good social, recreational, cultural and open space outcomes.
- Bondi Junction Town Centre management.
- Bondi Beach area planning and Place Management;
- Being a major link between Council and the community – often the voice and the face of the Council.

Planning & Environmental Services

Peter Brennan, Director



Our Planning & Environmental Services Department:

- Promotes the conservation of natural resources in accordance with the principle of ecological sustainable development.
- Develops, promotes and implements strategies for the enhancement of our natural and built environment.
- Provides a range of services in a professional and caring way to Council and the public in the fields of planning and environmental services.
- Provides health and regulatory services to preserve the amenity and well-being of our community.
- Provides a range of planning and building services for the enhancement of our natural and built environment.

Public Works & Services



Mark Wood, Director

Our Public Works & Services Department provides a wide range of essential public services to a diverse mix of customers. These services include:

- Managing our Capital Works.
- Maintenance and construction works on our roads, footpaths and other Council assets.
- Managing Council's parks and open space.
- Management and maintenance of Council vehicles and equipment.
- Waste collection and public places cleansing.
- Emergency management
- Lifeguard services.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

The Local Government Act requires us to report to Council each quarter on our performance in meeting the targets set in our Management Plan.

This section of our Annual Report aims to briefly outline what we achieved in 2008/2009 measured against the targets we set in our 2008/2012 Management Plan. It also details our progress with the significant issues, identified in each chapter in the Management Plan, for the 2008/2009 period. In addition, it provides a summary of progress in relation to our Multicultural Policy, our Aboriginal and Torres Strait Islander Access and Equity Policy, our Disability Action Plan and in providing services to young people and older people (**see pages 30 to 32**).

Using the *Waverley Together Strategic Plan* as its framework, our Management Plan is based around eight chapters - *Creating a Cohesive, Healthy and Resilient Community*,
Making Our Environment and Beaches Sustainable,
Moving Around Easily and Safely,
Planning Our Future,
Improving the Look and Feel of Our Neighbourhoods,
Protecting the Bondi Area,
Bringing Bondi Junction Alive,
Building Our Capacity to Deliver.

Each chapter includes objectives, directions, strategies and activities. Each activity has an identified target and the measure we will use to assess whether we have achieved this target.

In 2008/2009 we had a total of 531 targets and achieved 398 or 75% of the targets set, partly achieved or made good progress on 32 targets (6%) and did not achieve 65 targets (12%). This compared to 2007/2008 where we had a total of 554 targets and achieved 374 or 67.4% of the targets set, partly achieved or made good progress on 61 targets (11%) and did not achieve 105 targets (19%).

Creating a Cohesive, Healthy and Resilient Community

Over a 100 parents attended a Transition to School Forum in March 2009

Our child care centres continue to meet high standards and all three of our long day care centres maintained their accreditation over the past year. We conducted a Transition to School Forum in March 2009. Over a 100 parents attended the evening and nine local schools were represented. As with last year, the targets set for family day care, holiday care, parenting and education were also met or exceeded.

We continued to undertake activities for young people, with targets relating to library events, live music events and programs in the Bondi Pavilion all being met.

A wide range of programs and facilities were provided for older people at the Seniors Centre and Bondi Pavilion

A wide range of programs and facilities were provided for older people at the Seniors Centre and Bondi Pavilion, all of which were well attended. As detailed later in this report, a wide range of targets in relation to services for older people were met. Although targets for the number of meals delivered by Meals on Wheels and use of the home shopping service were not achieved.

Our programs for people with a disability continue to be well utilised and well regarded, with over 90% of our customers expressing satisfaction with our disability services. We continued to provide support and accommodation, education and other activities for people with a disability.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

We continued our social and affordable housing program, providing 59 units of social housing and 30 units of affordable housing during the year.

Waverley Library continues to be a much used community facility. The number of loans per person in the local government area, at an average of 11.1, exceeded the target set. Targets in regards to membership, visits and inquiries were also achieved, as were those about visits to the Library website. A number of community directories were updated and produced in both hard copy and on the website.

There were 535,609 visits to our library recorded in 2008/2009

A large and balanced program of events and activities was undertaken at Waverley Library and at Bondi Pavilion. The program targeted a diverse array of participants, including children, young people, older people and the culturally and linguistically diverse community. Many free or low cost events were held as part of this program.

Other cultural and community facilities, including the community buses, Mill Hill Centre and School of Arts, all achieved their targeted usage. However, our target for use of the community garden was not achieved because the turnover in plot holders was higher than anticipated.

Community recognition programs included a Garden Competition, Heritage and Design awards and the Bondi Junction Business and Accessible Business Awards

NAIDOC Week, Refugee Week, Harmony Day, World Environment Day, International Day of People with Disability, Seniors Week and International Women's Day were all recognised and marked by suitable events during the year.

Draft Public Art in the Public Domain Guidelines were prepared and will become effective when the Bondi Junction LEP 2008 is adopted.

The Community Grants program met its targets, including alignment with Social Plan priorities. Services, supported by the program in the Waverley area, were able to deliver a range of social, recreational, transport, and advocacy and support outcomes to community members.

Successful programs to involve and recognise the community were developed and provided for a Garden Competition, Heritage and Design awards and the Bondi Junction Business and Accessible Business awards.

During 2008/2009 Council continued to support the Waverley/Woollahra SES unit to provide emergency management and disaster management planning.

Making Our Environment and Beaches Sustainable

In December 2008, Council endorsed our first Environmental Action Plan (EAP1). The Plan is much broader in scope than our previous Sustainability Plan and sets the future direction for Council in terms of its strategic commitments to environmental protection.

Our new Sustainability Plan sets the future direction for Council strategic environmental protection.

All the actions in both our Water Savings Action Plan and Energy Savings Action Plan scheduled for completion in 2008/2009 were completed. Water Savings actions included bore water investigations at Tamarama Gully, the installation of rainwater tanks and porous pavement at the School of Arts building in Bondi Road, and the completion of the Bronte Gully stormwater reuse project.

29 community education workshops on environmental issues were held during the year together with 24 community environmental education events.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

12 out of the 16 schools in Waverley are now participating in our Sustainable Schools program

This exceeded our targets in these areas. In addition, 12 out of the 16 schools in the Waverley LGA are now participating in our Sustainable Schools program.

An investigation into the sustainability of Bondi Pavilion identified a range of efficiency upgrades and infrastructure improvements related to water, waste and energy. Council is considering how to implement the improvement recommendations made.

Stormwater pollution, emissions testing and environmental reporting targets were met, as were targets relating to tree management, bush regeneration and weed control. Much of the bush regeneration work was done by volunteers. Eight community gardening workshops were held during the year. Our Street Tree Master Plan was enhanced to enable it to be viewed on the internet and was made available in January 2009.

Construction of the coastal walk (south) Calga Reserve to Waverley Cemetery proceeded well and was on track for completion by the target date. Planning work for several large open spaces projects was completed including concept plans for replacement picnic shelters and documentation for a new kiosk building at Tamarama. In addition, active recreation projects for Waverley Park were investigated through the Park Master Plan process.

Residential and commercial waste collections were effectively delivered and our recycling service also met its targets

Residential and commercial waste collections were effectively delivered and our recycling service also met its targets. The summer waste management program again successfully targeted dumped rubbish in Bondi and the surrounding areas, with an increase in collection services over the months of highest visitation. Overall 350.7 tonnes of illegally dumped rubbish was collected during the year.

There were 353 requests for graffiti removal from private property

Public spaces were cleaned as agreed and the annual Public Places Action Plan implemented. Graffiti was regularly removed from the nominated hundred 'hot spot' sites. In all there were 353 requests for graffiti removal from private property and 272 requests for removal from Council property during the year.

Moving Around Easily and Safely

Safety near schools continued to be a focus in 2008/2009. In addition to conducting morning and afternoon patrols by parking officers on each gazetted school day we also implemented a School Safety Program with our new mascot, "Bee Safe Buzzy Bee". 'Buzzy Bee' visited a number of primary schools during the year to assist with the road safety education program.

Council donated \$37,500 to the Children's Hospital from infringements issued in School Zones

Council also donated \$37,500 to the Children's Hospital from infringements issued in School Zones in 2008/2009. This was to reinforce the message that safe parking is an essential part of school safety.

There was a slight increase in the number of vehicle accidents within Waverley during the year, although there were fewer injuries associated with these accidents. Accidents involving pedestrians and cyclists also increased. Introduction of a 40km/h zone in Bondi is proceeding and is likely to be implemented in 2009/2010. This is aimed at improving pedestrian safety in the high pedestrian activity areas of Bondi Beach. Planning also continued for the Bondi Junction Pedestrian Access and Mobility Plan, which will be implemented over the next few years.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Programs to encourage alternatives to private car use were provided in 2008/2009. 18 sustainable transport workshops were completed for Waverley residents including Bike Maintenance Workshops; Bike Commuter Courses and Back on Your Bike Courses. A travel pass program to encourage staff to catch public transport to work commenced with 25 staff participating. A review of Car Share operations within the Waverley LGA was completed with a new tender for this service to be let including a proposed increase of 21 car spaces for the scheme.

Over 500 people participated in the Waverley Bike Day event

Over 500 people participated in the Waverley Bike Day event held in conjunction with Woollahra and Randwick Councils, BikeEAST and Centennial Parklands on 28 September 2008.

Parking patrols of commercial and residential areas, as well as major transport corridors, continued and substantially met their targets.

Planning Our Future

During the year we reviewed and provided comment on draft policies and documents released by the Department of Planning as part of its planning reforms, including submissions on the NSW Housing Code, the NSW Commercial Building Code, the draft Planning Reform Bill, the Discussion Paper on Improving the NSW Planning System and the draft Guidelines for Managing Land Contamination. Because of delays, including with the Department of Planning, the timetable we set for exhibition of the draft Waverley Local Environment Plan was not met.

Development applications and building certificates continued to be processed more quickly than targeted times

The Waverley Development Control (DCP) Plan 2006 was reviewed and amended (Amendment No 4) in 2008/2009 and took effect from November 2008. To ensure integration of Environmentally Sustainable Development principles into the Bondi Junction DCP a 4 Star Greenstar Rating requirement was included in the draft Bondi Junction DCP 2008.

Fifteen development applications were audited in 2008/2009 to ensure compliance with their BASIX certification. All the applications audited were compliant.

Development applications and building certificates continued to be processed more quickly than targeted times. In particular, the average median turnaround for construction certificates was just 8 working days, almost 50% faster than the target of 15 days.

Improving the Look and Feel of Our Neighbourhoods

All streetscape works for Bondi Road Stage 1 (Bennett to Avoca Streets) were completed as were playground upgrades or improvements at Dudley Page Reserve, Sir Thomas Mitchell Road and St James Road Reserve. Picnic Shelters were replaced in Biddigal Reserve.

A range of projects involving the community were implemented in 2008/2009 including *Adopt a Tree*, the Pocket Parks program and the Heroes Walk program, which aims to recognise our Community Leaders.

A marketing and promotion plan for Charing Cross was developed

A marketing and promotion plan for Charing Cross was developed in partnership with the Charing Cross Retailer Group. An advertising campaign, VIP shopping nights and street beautification were carried out.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

All of our targets for parks were met, including checking and maintaining playgrounds, and cleaning our reserves.

We also achieved our public place cleaning and maintenance objectives and our tree planting and pruning targets were to plan. Over 335 trees were planted in Council streets and parks, of which 91% survived.

Registrations and inspections of registered premises were again on target, as was the removal of abandon cars.

Protecting the Bondi Area

Our lifeguards ensured that there was no loss of life on Waverley beaches in 2008/2009. Overall the number of rescues undertaken by lifeguards was down on the previous year. Twenty five school visits to talk about surf education were conducted this year. In addition, 57 group talks on surf safety were conducted at our various beaches throughout the year.

Our award winning strategy for managing Bondi as a safe and enjoyable environment over Christmas and New Year continued, with the 2008/2009 Safe Summer Initiative again being successfully implemented. In addition, safety audits of Bondi were undertaken quarterly throughout the year and issues raised in the audits were actioned within the targeted times.

In the main, strategies relating to arts and culture were achieved, although actions related to the implementation of the Pavilion Community Centre Review were delayed. Scheduled asset condition works at Bondi Pavilion were completed as were repairs to mosaic street furniture on Campbell Parade.

Targets relating to environmental management in Bondi were met, including a public place recycling trial at Bondi Beach, litter auditing, temporary water filling stations over summer and an anti-littering campaign.

The installation of the temporary water filling stations saw an overall reduction in plastic waste from 31.2% of the litter waste stream in 2007 to 5.5% in 2008.

A large variety of marketing and promotional activities were undertaken in the Bondi area during the year. Initiatives included My Bondi Summer Campaign; Bondi Bohemia Winter Campaign; Marketing and promotion of town centre leveraging from events including Taste Orange & City to Surf; placement of advertisements in local and Sydney metro media; cross promotion via Vega FM radio and distribution of eco friendly shopping bags. In addition, three Bondi newsletters were issued during 2008/2009.

Research on the feasibility of providing a Visitor Information Centre at Bondi continued. However, the proposed feasibility study for a Visitor Information Centre was not completed on target. A report is now proposed to go to Council in 2009/2010.

Community Satisfaction surveys were conducted in September 2008 and March 2009 in the Bondi Commercial Centre. The majority of people interviewed visited Bondi for the beach or to eat and viewed Bondi as safe and clean.

Over 335 new trees were planted in our streets and parks

There was no loss of life on Waverley beaches in 2008/2009

Temporary water filling stations saw an overall reduction in plastic waste from 31.2% of the litter waste stream in 2007 to 5.5% in 2008

Community Satisfaction surveys were conducted ...the majority of people viewed Bondi as safe and clean.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Targets for place management were met, including for cleaning, waste, maintenance and services.

Bringing Bondi Junction Alive

The draft Bondi Junction Centre LEP and DCP were completed. This is a major step in progressing planning for the long term future of Bondi Junction.

Targets for tree planting in priority areas, graffiti removal, public place cleaning and play ground improvements in the Bondi Junction area have all been met.

A number of successful community events were again held in Bondi Junction, including the ever popular Global Table, NAIDOC Week celebrations, a Kids Play Day on the Mall, Petals and Pavers, Wear It Wicked Fashion show, Christmas activities and a busk-off. Many of these events were supported by retail and advertising sponsors.

The Bondi Junction Forum continued to meet during the year. However, the structure of the Forum has been revised with subjects/topics being dealt with as they arise rather than a forum dedicated to a specific topic.

The Bondi Junction *What's Going On* newsletter continued quarterly. Articles include details on council initiatives. Business Awards were also presented for Best Bin Practice, Civic Pride and good "green" practice.

The number of entries in the Brightest and Best Awards continues to grow and has now reached a total of 130.

Registrations and inspections of premises in Bondi Junction were on target, as were parking patrols.

Building Our Capacity to Deliver

Over the 2008/2009 year, 93% of service desk requests were completed within one week of the service standard, which exceeded our target of 90%. A mystery shopper program was run at the Bondi Pavilion and Customer Service Centre this financial year. Both sites achieved a score better than the 80% target.

Nine citizenship ceremonies were conducted in 2008/2009, including the popular Australia Day ceremony. Council also conducted Anzac Remembrance Sunday and Anzac Day ceremonies in April 2009. A new commemorative event, Russian Victory Day, was also organised and conducted in May 2009 this year.

A major consultation program was launched to consult with the community about our Strategic Asset Management Plan (SAMP) and Long Term Financial Strategy (LTFS). A major survey of residents was also conducted during the year. Apart from the Multicultural Advisory Committee, all of Council's community committees continued to meet regularly.

Council's Precinct system continued to be a valued forum for civic engagement. Training was held for Precinct executive members in using Service Desk, Council's customer request system in 2008/2009. Council also supported the Precincts through advertising in the local media and through the posting of meeting agendas and minutes on the Council website.

Draft Bondi Junction Centre LEP and DCP were completed.. a major step in planning for the long term future of Bondi Junction

The number of entries in the Brightest and Best Awards continues to grow and has now reached 130

93% of service desk requests were completed within one week of the service standard

In May over a hundred Russian Australians joined the Russian Consul General, Councillors and other community members to commemorate the end of the war in Europe

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Council's community newspaper, *Waverley In Focus*, was distributed quarterly to all households. The first two editions in 2009 had a special focus on Waverley's 150th birthday celebrations. A planned review of all Council's community newsletters commenced but was not completed as planned. Progress on Stage 2 of Council's Communications Action Plan continued during the year. Actions included the development of an A-Z Guide to Council services, an audit of Council's buildings, key public noticeboards, vehicles and uniforms, particularly the vehicles and uniforms of Council's cleaning operations, to see what image they present and the development of an internal communications plan that focuses on improving internal communications

Council's business units all continued to perform strongly

The majority of Council's financial targets were met. A ten year financial plan for the Council was developed and now forms the basis of other long term planning initiatives, particularly relating to the management of assets. A review of Council's Investment Policy was completed with input from Council's independent investment advisor and a revised policy developed and adopted by Council.

A comprehensive internal review of the structure and resourcing of asset management was finalised

Council's business units all continued to perform strongly, including Waverley Cemetery, the car parks and commercial properties in Bondi Junction.

A comprehensive internal review of the structure and resourcing of asset management was finalised and circulated to Councillors in August 2008.

The review recommended the establishment of a Sustainable Asset Management Review Unit and the establishment of Parking Services as a separate division. Both of these recommendations have since been actioned.

Work continued on a large number of significant projects associated with the Investment Strategy

Work continued on a large number of significant projects associated with our Investment Strategy, including the purchase of a new main depot site outside the local government area, a joint venture with the Department of Education and Training to construct affordable child care, a detailed accommodation brief for a new Waverley Pavilion, a revised Plan of Management or Master Plan for Waverley Park and feasibility work on converting part of Eastgate Car Park to office space. To date 18 of the 29 projects in the Investment Strategy have been completed with a further 11 progressing within the timeframe of the strategy.

Targets for our capital works program for the year were not met. Our 2008/2009 Management Plan had 32 projects scheduled for completion in 2008/2009 however only 16 projects or 50% were completed and of these only 8 had final expenditure which was not more than +/- 10% of the original budget as adopted.

A review of Council's organisational structure undertaken

A comprehensive review of Council's organisational structure was undertaken in late 2008 and early 2009. The review was considered by Council in April 2009.

Our computer network was available virtually 100% of the time and the content of Council's website was reviewed on an ongoing basis throughout the year. A redesign of the website was not, however, completed and is now scheduled for 2009/2010.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

A number of targets in the human resources and organisational development area were not achieved including development of a new EEO Plan, development of Council's Work Force Plan and the provision of mandated training to new staff within three months. However, targets for recruitment times and the training and payment of staff were met.

Targets for recruitment times and the training and payment of staff were met

In the Governance area, all required reports were provided on time and in the required format. This included the Management Plan and its quarterly reports, State of the Environment Report, Auditor's Statement and pecuniary interest returns for Councillors and designated persons. Most Freedom of Information applications were dealt with within the targeted 21 days and targets relating to requests from Councillors and standards for agendas and minutes were again substantially met. The Governance Health Check program continued but the target for actioning recommendations from completed audits was not achieved.

Comprehensive and on going Councillor information and development program developed

Assistance was provided by Council staff to the Electoral Commission during 2008/2009 in relation to the September 2008 Council elections. In addition, a comprehensive and on going Councillor information and development program was developed and implemented.

The Councillor's Expenses and Facilities Policy, Code of Meeting Practice, Councillors Code of Conduct and statement of Business Ethics were all reviewed in 2008/2009.

An audit of compliance with our Records Management Policy found that we did not meet the target set.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

ACCESS & EQUITY ACTIVITIES SUMMARY

Multicultural Policy

Council commenced an update of its Multicultural Policy this year. The Policy began as a Local Ethnic Affairs Policy Statement (LEAPS) in 1990, and has been amended on successive occasions over the years. The 2009 Policy reflects changes in legislation, policy, needs and interests in the Waverley area, and will support the integrated community planning framework adopted by Council in 2005. It will provide a new foundation for consulting with the community through Council's Multicultural Advisory Committee, which did not meet this year.

Key points from Waverley's quarterly community newsletter, Waverley in Focus, were translated into: Hungarian, Chinese, Spanish, Greek and Russian

Council maintained its language aides service, and staff also made use of the Translating and Interpreting Service (TIS). The Mayor's column was translated and placed in the Horizon (Russian) community newspaper at regular intervals during the year. Media releases and story ideas were also shared with Russian and Jewish newspapers. Key points from Waverley's quarterly community newsletter, *Waverley in Focus*, were translated into: Hungarian, Chinese, Spanish, Greek and Russian.

Council's community and cultural services, including child care centres, Seniors Centre, Library, and Bondi Pavilion Cultural Centre continued to ensure inclusion of Waverley's diverse communities throughout the year. The Seniors Centre started a weekly exercise class conducted in Greek this year which regularly attracted 16-25 participants. Ongoing activities at the Centre involved the Italian and Russian speaking communities.

Council instituted a commemoration of Russian Victory Day this year with a ceremony held at the War Memorial in Waverley Park. Russian Victory Day commemorates the victory of the forces of the former Soviet Union at Berlin on 9 May 1945. In attendance were the Consul General of the Russian Federation, and representatives from the NSW Association of World War II Veterans, the Russian Ethnic Community Council of NSW, members of Parliament and Councillors. This will be an annual event, with the 65th anniversary falling in 2010.

Around 50 new citizens a month were made welcome through Citizenship Ceremonies, and Council conducted activities celebrating cultural diversity throughout the year, including the South American Festival, Festival of the Winds, Ocean Care Day incorporating celebration of Pacific Island Cultures, and the Global Table Multicultural Street Festival.

Around 50 new citizens a month were made welcome through Citizenship Ceremonies

The Bondi Pavilion Cultural Centre continued to provide opportunities for cultural expression and exchange through theatre, film and art exhibitions throughout the year. The Gallery worked in partnership with the Indonesian Consul General to arrange the Indonesian Arts Festival. To mark Refugee Week, the Gallery hosted an exhibition by Nabil Habib, a refugee from Iraq who shared his art, culture and experience. The Bondi Pavilion Theatre continued to host productions by small community companies including Czechoslovakian, Russian and Irish Theatre groups.

Aboriginal and Torres Strait Islander People

With a grant from the NSW Department of Planning's Heritage Office, Council commissioned Dominic Steele Consulting Archaeology to prepare an Aboriginal Heritage Study for the LGA. In June Council resolved to incorporate the Aboriginal Heritage Items and Aboriginal Conservation Areas identified in the study into the Waverley LEP 2010.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Council also resolved that the Waverley DCP be amended to include guidelines for the on-going management and conservation of Waverley's Aboriginal Cultural Heritage. Council embarked upon the development of a Reconciliation Action Plan this year and about 30 people contributed a wide range of ideas at a BBQ breakfast consultation held in February 2009.

When it commissioned the design of seven sculptural 'welcome' signs to be installed at entry points to the LGA this year, Council worked in consultation with the La Perouse Land Council

Council continued to host the Eastern Region Aboriginal and Torres Strait Island Forum

When it commissioned the design of seven sculptural 'welcome' signs to be installed at entry points to the LGA this year, Council worked in consultation with the La Perouse Land Council to incorporate an appropriate acknowledgement of the traditional owners.

The first sign will be installed in late 2009, and will read: *The land of the Cadi-gal, Birra-birra-gal and Bedie-gal people. Welcome to Waverley.* La Perouse artist Steven Russell provided the drawings, knowledge, language for a sun dial and steel disks incorporated in the Campbell Parade East footpath. These portray stories relating to Koori time and seasonal harvest.

Council continued to host the Eastern Region Aboriginal and Torres Strait Island Forum. In celebration of Reconciliation Week the Forum organises a primary schools art competition and the Pauline McLeod Awards for Reconciliation annually. More than 20 schools participated in the art competition this year, with the theme Living and Working, Learning and Playing Together. About 120 people attended the Pauline McLeod Awards Ceremony hosted by the City of Botany Bay. Those recognised at the ceremony for their contributions to reconciliation were: Grant Maling for personal achievement, St Catherine's School for its contribution to improving Indigenous education opportunities, Shane Phillips for leadership and his contribution to understanding through the Tribal Warrior Association, and the Boomalli Aboriginal Arts Cooperative celebrating 20 years of support for urban Indigenous artists.

The Bondi Pavilion partnered with the Sydney Aboriginal Oceanic Art fair in an exhibition celebrating Reconciliation Week, and incorporated workshops with Indigenous artists in its school holiday program to celebrate NAIDOC week. Council's Bondi Junction Office arranged performances including storytelling, face painting and bush tucker demonstrations in Oxford Street Mall during NAIDOC week, and selected entries from the Reconciliation Week Primary Schools Art Competition hung in Waverley Library. Council began its Sesquicentenary celebrations in Charing Cross in June 2009 with Indigenous performance.

People with a Disability

Council continues to operate its Waverley Community Living Project. This service provides medium-term subsidised accommodation, independent living skills training and transition support to enable people with mild intellectual disability to move towards independent living in the Waverley community. Council again supported 12 people with disabilities over the year and the program continues to operate at full capacity.

Council also continued to offer six subsidised rental accommodation places for people with mild intellectual disability. As in previous years, all of these places were filled in 2008/2009.

A total of nine 'Learning for Life' courses were conducted for people with a mild intellectual disability, including Privacy & Confidentiality; Safety In Your Home; Home Environment Audits; Money Matters; NSW Government and NSW Council for Intellectual Disability Health Focus Group.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

The Eastern Suburbs Disability Interagency established previously continued in 2008/2009.

Services for Young People

A variety of programs were held for young people in Waverley, particularly at the Waverley Library and Bondi Pavilion.

Bondi Pavilion hosted the Waverley Youth Art Award, school holidays young teen programs and musician programs which incorporated the Emerging Artists and Hip Hop Recording Projects. The Pavilion staff also facilitated other providers to run numerous youth focused activities, including dance, drama and art projects.

Bondi Pavilion hosted the Waverley Youth Art Award, school holidays young teen programs and musician programs

There were a total of seven music events held for young people during the year

There were a total of seven music events held for young people during the year, including the Blitz Youth Week Concert, Bondi Wave Concert and three all-age Bondi Live Music Concerts.

As in previous years, Council continued to support the Waverley/Woollahra Youth Advisory Council. This group, for people aged 13 to 23, met monthly to advocate youth issues. Waverley Council staff also convened the Eastern Sydney Youth Services Network.

Council continued to provide financial or management support to local services such as the Waverley Action for Youth Services, Bondi Community Street Project, Bondi Youth Accommodation and Safe Summer Survival Project.

Services for Older People

Waverley's Community and Seniors Centre continued to provide a wide range of weekly social and physical activities and low cost health services to people over 50, to Home and Community Care (HACC) clients and to culturally and linguistically diverse groups. In 2008/2009 an average of 1,700 people per month participated in programs and activities at the Centre.

More than 34 different types of programs and activities were conducted at the Seniors Centre during the year. These included bingo, chair exercise, social outings and low vision group meetings for the frail aged; remedial massage, foot massage, Bowen and podiatry services; fitness and health classes; free social activities such as scrabble, knitting and bridge; Hungarian, Italian and Greek social functions; Spanish and Italian language classes and creative writing courses; and the School of Seniors weekly history, French, German, painting and drawing classes.

As at 30 June 2009, there were 173 members from the Waverley community registered with the Home Library Service. This was a slight decrease from 2007/2008. There were 19,704 loans made to Waverley Library members of the Home Library Service during the year.

The Meals on Wheels and Shopping Service continued to provide a nutritious meal to older people, people with a disability and their carers living in the Waverley area. There was an average of 89 meals delivered daily over the year, which is a decrease of 17 meals per day from the previous year. The number of older residents using the home internet shopping service did not meet the demand anticipated with many residents preferring assisted shopping.

The number of units in the Waverley Housing for Older People Program has increased again this year, from 56 to 59 units. The number of properties in the Affordable Housing Program remains constant at 30 units.

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

KEY

✓ Achieved
 X Not achieved

✓ Substantially achieved or on track to be achieved
 ☒ Not reported on this quarter

Program: Children and Families

Activities	Measure	Target	Reporting Officer	Progress
Provide high quality affordable long day care and family day care for children aged 0-5 and holiday and recreational programs for preschool children.	Number of children in long day care per day and % of capacity used	At least 173 or 97%	DM CCS	✓
	Number of children in family day care per day	More than 150	DM CCS	✓
	Percentage of services maintaining accreditation	100%	DM CCS	✓
	Number of children in holiday care	Minimum 40 per program	DM CCS	✓
	Number of places provided for children with additional needs	Minimum 25 per annum	DM CCS	✓
Provide support to families and their children aged from birth to 5 years including parenting programs and counselling.	Number of families in parent programs	Minimum 24 families per annum	DM CCS	✓
	Attendance at parent education and support program sessions	80 families per annum	DM CCS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Children and Families

Activities	Measure	Target	Reporting Officer	Progress
Provide support to families and their children aged from birth to 5 years including parenting programs and counselling (continued).	Number of families in case management and/or counselling	Services provided to at least 40 families	DM CCS	✓
	Number of information forums conducted for Waverley child care workers and/or parents	One 'Transition to School' forum and one information exchange forum per annum	DM CCS	✓
Develop a new fee structure so that child care services are affordable for target groups and sustainable for others.	Council's fees as a percentage of average local fees	Within 15% of average of other providers	DM CCS	✓
	Report to Council on fee structure options	September 2008	DM IPCC	✓
Undertake Better Futures Project to achieved improved service delivery for 9-13 year olds.	Compliance with funding agreement outcomes	100%	DM IPCC	✓
Provision of Child Care Facilities in Bondi Public School – joint venture (InvestStrat 03).	Draft design of new centre developed within 6 months of agreement with DET	100%	DM ISPT	↑

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Young People

Activities	Measure	Target	Reporting Officer	Progress
Provide a co-ordinated program of social, recreational and cultural events targeting diverse groups.	Number of youth programs/activities in Library per annum	4	DM LCS	✓
	Number of live music events for young people per annum	5	DM IPCC	✓
	Number of youth programs/activities at Bondi Pavilion per annum	5	DM CCS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Older People

Activities	Measure	Target	Reporting Officer	Progress
Provide high quality affordable services for frail older people and people with disabilities including Meals on Wheels, Home Library service and programs at Bondi Pavilion.	Maintain HACC validation for programs	December 2009	DM CCS	✓
	Complete implementation of 2007 validation action plan	June 2009	DM CCS	✓
	Meals on Wheels			
	Average daily meals provided	At least 100	DM CCS	x
	Average number of home internet shopping services provided per week	At least 10 clients	DM CCS	x
	Waverley Home Library Service			
	Number of clients	180	DM LCS	↑
	Number of loans	18,000 pa	DM LCS	✓
	Bondi Pavilion			
	Number of programs provided per month	4	DM CCS	✓
Operate a well-appointed senior's centre that offers recreational, physical, educational and social activities for the over fifties.	Average monthly attendance at Seniors Centre	1700	DM CCS	✓
	Average number of program/activity provided per week	At least 30	DM CCS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: People with a Disability

Activities	Measure	Target	Reporting Officer	Progress
Provide individual support and medium term accommodation places for people with mild intellectual disability.	Percentage of customers expressing satisfaction	90%	DM CCS	✓
	Number of subsidised rental accommodation places for people with intellectual disability.	6 places	DM CCS	✓
Provide services to adults with mild intellectual disability to promote independent living.	Number of people provided with support	12	DM CCS	x
	Number. of 'Learning for Life' courses held per annum	12	DM CCS	x
Address identified needs of people with mild intellectual disability.	Plain English versions of Waverley Community Living Project (WCLP) policies developed	June 2009	DM CCS	✓
	Percentage of recommendations from WCLP risk management audit implemented	100%	DM CCS	↑

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Library, Community Information and Referral

Activities	Measure	Target	Reporting Officer	Progress
Provide a range of current and equitable information and recreational Library resources and services.	Number of loans per capita	More than 9 per annum	DM LCS	✓
	Enquiries successfully completed on same day	80%	DM LCS	✓
	Number of current library members	>30,000	DM LCS	✓
	Number of visits in person annually	>450,000 visits	DM LCS	✓
	Number of visits via web site annually	>40,00 visits	DM LCS	✓
Provide current and accessible community Information.	Number of annual directory updates on website	One	DM IPCC	✓

Program: Housing

Activities	Measure	Target	Reporting Officer	Progress
Provide social and affordable housing for older people, people with a disability and families on low to middle incomes.	Maintain or increase units of social housing provided	At least 48	DM IPCC	✓
	Maintain or increase units of affordable housing provided	At least 29	DM SP	✓
Collect data on tenant profile and wait list for community and affordable housing.	Data collected annually	June	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Open Space and Facilities

Activities	Measure	Target	Reporting Officer	Progress
Promote community and affordable housing to diverse groups.	Number of ads in CALD media	At least one per year	DM IPCC	✓
Provide affordable and accessible community facilities.	Use of community buses per day	Greater than 5 hours	DM CCS	✓
	Use of Mill Hill by community groups per week	60 hours or more	DM CCS	✓
	Use of School of Arts by community groups per week	40 hours or more	DM CCS	✓
Provide Waverley residents who lack access to land with the opportunity to garden.	Percentage of plots regularly gardened	90%	DM IPCC	x
Undertake Hunter Park stage 2 improvements (Open Spc/Rec 04).	Time to complete and finished cost compared to adopted plan.	Cost – within 10% of agreed budget	DM IPCC	
		Time – within 3 months of agreed timetable	DM IPCC	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Recreation and Culture

Activities	Measure	Target	Reporting Officer	Progress
Provide a co-ordinated program of social, recreational and cultural events targeting diverse groups.	Waverley Library			
	Number of events/exhibitions held annually	20	DM LCS	✓
	Number of children's programs per quarter	At least 10	DM LCS	✓
	Bondi Pavilion			
	- Number of cultural programs including theatre, art exhibitions, festivals, workshops and special events per year	40 per year	DM CCS	✓
	- Number of affordable events provided weekly	One	DM CCS	✓
	- Number of new or innovative programs offered annually	4	DM CCS	✓
	- Participant satisfaction rating for large event	90%	DM CCS	✓
	Number of events in Waverley targeting youth, families, people with disability and older people annually	9	DM CCS	✓
Number of events targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities annually	3	DM CCS	✓	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Recreation and Culture

Activities	Measure	Target	Reporting Officer	Progress
Provide a co-ordinated program of social, recreational and cultural events targeting diverse groups (continued).	Events held for identified special days including: - NAIDOC Week - Refugee Week - Harmony Day - Global Table - World Environment Day - International Day of People with Disability - Seniors Week/Men's Event - International Women's Day	1 per annum for each category	DM CCS	✓
	Mayoral Bowls competition conducted annually	May 2009	DM IPCC	✓
Provide recreation opportunities in response to community needs.	Implement actions that target people with disabilities from the Recreation Needs Study	Minimum of one	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Recreation and Culture

Activities	Measure	Target	Reporting Officer	Progress
Provide active recreation facilities on Council land or through joint ventures (Open Spc/Rec 10).	Investigation of priority active recreation projects in Waverley Park completed	December 2008	DM ISPT	✓
Provide support, advice and affordable venues to assist artists and others to hold arts and cultural events and activities.	Percentage of available venue hours used	More than 50 %	DM CCS	✓
Identify accessible places where artists can work.	Register of local artists developed	June 2009	DM IPCC	x
Review arts events, programs and exhibitions held at Bondi Pavilion to ensure a balanced program.	Program of events and activities for the Pavilion developed annually	One	DM CCS	✓
Encourage art in the public space.	Annual increase in public art in public domain	Minimum of one	DM IPCC	↑
Investigate incorporation of <i>Public Art in the Private Domain Policy</i> into Waverley Planning Review.	Research completed	March 2009	DM SP	↑

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Community Development and Support

Activities	Measure	Target	Reporting Officer	Progress
Provide financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision.	<p style="text-align: center;">Groups supported under the Community Grants Program:</p> <ul style="list-style-type: none"> • Bondi Community Street Project (BOP) • Bondi Beach Cottage • Bondi Toy Library • EATS (Eastern Area Tenants Services) • ECHO Neighborhood Centre • Francis Street Playgroup (Thomas Hogan Reserve) • Junction House • The Lighthouse • Mindfields • Norman Andrews House • Out of School Hours Care Centres • R'wick/Waverley Community Transport • WAYS Youth Service 	\$262,500	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Community Development and Support

Activities	Measure	Target	Reporting Officer	Progress
	Annual value of one off small grants program	\$75,000	DM IPCC	✓
	% of grant recipients who meet Social Plan priorities	100%	DM IPCC	✓
	Number of community committees supported	Minimum of 8	DM IPCC	✓
	Number of inter agencies meetings convened	3	DM IPCC	✓
Support programs that celebrate and strengthen Indigenous culture.	Annual report on program of activities delivered by ERLGATSI Forum completed	June	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Community Planning

Activities	Measure	Target	Reporting Officer	Progress
Plan for a Diverse and Tolerant Community.	Report regularly on: <ul style="list-style-type: none"> ➤ Languages other than English spoken by Waverley residents ➤ Percentage change in age groups in Waverley population ➤ Changes in household and family type ➤ Changes in proportion of home owners and renters in Waverley 	July 2008	DM IPCC	✓
	Report on review of Waverley Housing Profile	June 2009	DM SP	✓
Provide advocacy and support for homeless people in Waverley.	Report on actions taken to advise and support homeless provided	June 2009	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Community Planning

Activities	Measure	Target	Reporting Officer	Progress
Provide a civic pride program to enhance community cohesion.	Volunteering promoted on civic pride section of website	June 2009	DM IPCC	✓
	Civic pride award programs presented annually	4	DM IPCC	✓
Update the Waverley Social Plan.	Research for Reconciliation Action Plan completed	March 2009	DM IPCC	✓
Support service planning by updating Waverley's demographic information and analysing changing community needs.	Update basic community profile and demographic planning information	June 2009	DM IPCC	✓
Develop projects focusing on issues of isolation in older men, frail older people and mature first time mothers.	Health promotions project for older men implemented	December 2008	DM IPCC	✓
Review progress and report on integration of access and equity plans.	Update Disability Access Policy	December 2008	DM IPCC	x
	Update Multicultural Action Plan	June 2009	DM IPCC	x
	Complete Council's Reconciliation Action Plan	March 2009	DM IPCC	x

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Creating a Cohesive, Healthy and Resilient Community

Program: Community Safety

Activities	Measure	Target	Reporting Officer	Progress
Apply for funding to implement community safety strategies.	Funding application submitted	December 2008	DM IPCC	x
Implement strategies to reduce the incidence of graffiti in identified areas.	Program implemented annually	100%	DM IPCC	✓
Review and update Disaster Management Plan (DISPLAN).	Updated Plan completed	January 2009	Director PW&S	✓
	Updated Plan reported to Council	April 2009	Director PW&S	✓
Assist in providing emergency management.	Emergency Management Committee meets regularly	At least 4 per year	Director PW&S	✓
	Meetings with Waverley/ Woollahra SES Controller	At least quarterly	Director PW&S	✓
	Waverley/ Woollahra SES budget included in Council's annual Management Plan/budget consideration	June each year	Director PW&S	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Making Our Environment and Beaches Sustainable

Activities	Measure	Target	Reporting Officer	Progress
Implement an <i>Environmental Management System</i> across Council.	Number of Safety, Health and Environment SWMS (SHESWMS) completed annually	10	DM ES	✓
	Number of Council staff participating in EMS training	Minimum of 25 staff trained each year	DM ES	✓
	Number of Council operations compliant with SHESWMS	Annual improvement from 200620/07 baseline	DM ES	✓
Develop Sustainability Plan for Waverley.	Implement actions identified in the Sustainability Plan	80%	DM ES	
Implement Environmental Levy funded projects identified in Council's <i>Environmental Levy Program of Works</i> .	Percentage of actions identified in Waverley Water Savings Action Plan implemented annually	80%	DM ES	✓
	Percentage of actions identified in Waverley Energy Savings Action Plan implemented annually	80%	DM ES	✓
	Number of education workshops conducted per year	10	DM ES	✓
	Number of sustainable schools programs per year	3	DM ES	✓
	Number of community education events per year	5	DM ES	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Making Our Environment and Beaches Sustainable

Activities	Measure	Target	Reporting Officer	Progress
Implement Environmental Levy funded projects identified in Council's <i>Environmental Levy Program of Works</i> (continued).	Investigation into feasibility of integrating sustainability features into Bondi Pavilion completed	By June 2009	DM ES	✓
Undertake Bronte Gully stormwater reuse project (Bronte Pk 04).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM ES	✓
		Time – within 3 months of agreed timetable	DM ES	✓
Undertake Bronte Creek restoration work (Bronte Pk 05).	Time to complete and finished cost compared to adopted plan.	Cost – within 10% of agreed	DM ES	📄
		Time – within 3 months of agreed timetable	DM ES	📄
Implement Sustainability Committee recommendations and facilitate Committee input into Council projects.	Number of projects consulted on per year	At least 2	DM ES	✓
Complete Milestone 3 of the ICLEI Water Campaign.	Milestone achieved	December 2008	DM ES	📄
Investigate sustainable irrigation options for Tamarama Park.	Investigation completed	June 2009	DM ES	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Making Our Environment and Beaches Sustainable

Activities	Measure	Target	Reporting Officer	Progress
Participate in the Sydney Coastal Councils / CSIRO Climate Change vulnerability mapping project.	Participate in workshops	100%	DM ES	✓
	Draft provisions for inclusion in the Waverley Consolidated DCP 2006	June 2009	DM ES	↑
Implement programs with schools across Waverley and in Council facilities to increase active travel.	Programs implemented annually	2 schools per year	DM ES	✓
		2 Council facilities per year	DM ES	✓
Determine transport patterns in the Waverley LGA and ways to reduce private car use.	Transport profile of Waverley completed	Every 2 years	DM ES	↑
Prevent stormwater pollution at source.	Programs implemented annually	1 per year	DM ES	↑
Manage stormwater pollution incidents.	Response to environmental pollution incidents	100% within service standard	DM Compliance	✓
Improve the environmental performance of Council's fleet.	Vehicle emissions monitored	Annual reduction from 2005/2006 base year	DM BS	✓
	Percentage of fleet purchases that take account of environmental performance	100%	DM BS	✓
	Wash bay risk index rating	Equal or improve on base year	DM BS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Making Our Environment and Beaches Sustainable

Activities	Measure	Target	Reporting Officer	Progress
Guide and support local businesses to improve environmental performance	Local business community audited for best practice	Local Village Centres	DM ES	✓
Undertake bush regeneration.	Number of native plants planted by Council volunteers	At least 500 per year	DM IPCC	✓
	Number of regeneration projects undertaken	At least two extra projects per year	DM IPCC	✓
	Number of volunteer recruitment programs conducted	At least one per year	DM IPCC	✓
Carry out education program each year for Waverley land owners on appropriate native plantings.	Number of workshops annually	One	DM ES	✓
Manage noxious and environmental weeds.	Species of weed targeted for removal annually	2	DM IPCC	✓
	Community awareness of noxious/ environmental weeds improved	At least one community education program per year	DM IPCC	✓
Start implementing the Tree Management Plan to maximise tree canopy cover in Waverley.	Stage 2 of LGA wide greening Masterplan commenced	July 2008	DM IPCC	✓
	Commence mapping of habitat corridors	December 2008	DM IPCC	X
	Street tree Masterplan enhanced for web	March 2009	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Making Our Environment and Beaches Sustainable

Activities	Measure	Target	Reporting Officer	Progress
Undertake Root Trenching in accordance with Tree Management Plan.	Work completed in accordance with Plan	100%	DM POSO	✓
Prepare revised Plans of Management for Waverley (Invest Strat 09) and Bondi Parks.	Waverley Park POM commenced	July 2008	DM ISPT	✓
Rehabilitate the gullies at Tamarama and Bronte as important places that have wild vegetation in accordance with action plans.	Establish baseline for percentage of native vegetation to exotic/weed vegetation	June 2009	DM IPCC	✓
Undertake works arising from PoM Bronte Park (Bronte Pk 01).	Investigation of priority projects - park entry and promenade ramp	June 2009	DM IPCC	x
	Implement priority projects including toddlers shade cover and other landscape works	June 2009	DM IPCC	✓
Undertake works arising from the Tamarama Park POM (Tama Pk 02).	Investigation of priority projects- picnic shelters replacement	February 2009	DM ISPT	✓
Upgrade the Tamarama Life Guards Facilities and Kiosk (Tama Pk 03).	Complete documentation for design of kiosk building	April 2009	DM ISPT	↑
Construct coastal walk (south) Calga Reserve to Waverley Cemetery (Coast Wk 01).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	Director PW&S	↑
		Time – within 3 months of agreed timetable	Director PW&S	↑

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Making Our Environment and Beaches Sustainable

Activities	Measure	Target	Reporting Officer	Progress
Construct central section of coastal walk (south) in the gully at Waverley Cemetery (Coast Wk 03).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	Director PW&S	↑
		Time – within 3 months of agreed timetable	Director PW&S	↑
Prepare Waverley Park Precinct Master Plan (InvestStrat 04).	Investigation of options for active recreation in park finalised	September 2008	DM ISPT	✓
	Draft Master Plan completed	December 2008	DM ISPT	↑
Implement programs identified in the <i>Waste Avoidance and Resource Recovery Action Plan</i> .	Percentage of programs implemented for identified year	80% of programs identified for the year	DM ES	✓
Provide a domestic waste collection service.	Percentage of weekly services provided compared to services missed	>95%	DM RR	✓
Provide a domestic recycling collection service.	Percentage of weekly services provided compared to services missed	>95%	DM RR	✓
Provide a domestic garden waste service.	Percentage of fortnightly services provided compared to services missed	>95%	DM RR	✓
Provide a domestic waste clean up service.	Collected as requested by customer	>95%	DM RR	✓
Collect commercial waste.	Collected in accordance with service agreements	95%	DM RR	✓
Collect commercial recycling.	Collected in accordance with service agreements	95%	DM RR	✓
Empty street litter bins.	Bins less than 100% full	95% of time	DM RR	✓
Dumped rubbish inspected for identification for action and removed.	Inspection/follow up	90%	DM C	✓
	Removed within one week of notification	100%	DM RR	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Making Our Environment and Beaches Sustainable

Activities	Measure	Target	Reporting Officer	Progress
Develop annual summer waste management program.	Program developed	September 2008	DM RR	↑
Implement annual summer waste management program.	Program commenced	October 2008	DM RR	↑
Evaluate annual summer waste management program.	Program evaluated	June 2009	DM RR	✓
Clean and maintain public spaces.	Service as per agreed program	90%	DM RR	✓
Develop annual Public Places Action Plan as part of ' <i>Looking Good Strategy</i> '.	Plan implemented	July 2008	Director PW&S	✓
Report on compliance against graffiti removal protocol.	Report provided	Quarterly	DM MC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Moving Around Easily and Safely

Program: Moving People Efficiently

Activities	Measure	Target	Reporting Officer	Progress
Support public buses to directly connect neighbourhood centres.	Bus operations reviewed annually with STA	March each year	DM TS	✓
	Issues raised by Sydney Buses addressed within 3 months	100%	DM TS	✓
Reduce congestion along main roads during weekdays.	Number of Parking Patrols	Twice daily during peak hours	DM TS	✓
Reduce congestion along transport corridors during weekends.	Number of Parking Patrols	Twice daily during peak hours	DM TS	✓

Program: Moving People Safely

Activities	Measure	Target	Reporting Officer	Progress
Improve safety around schools.	Schools patrolled am and pm peak	Minimum of 5 per week	DM TS	✓
	School Safety Program implemented	October 2008	DM TS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Moving Around Easily and Safely

Program: Moving People Safely

Activities	Measure	Target	Reporting Officer	Progress
Improve safety for all road users.	Number of vehicle accidents	Equal to or less than base year 2005 (252)	DM TS	x
	Black Spot funding applications submitted	1 per year	DM TS	✓
	Number of pedestrian accidents	Equal to or less than base year 2005 (24)	DM TS	x
	Number of cyclist accidents	Equal to or less than base year 2005 (19)	DM TS	x
	Traffic & pedestrian accidents reviewed annually	May each year	DM TS	✓
Carry out a rolling education program to promote safe parking.	Number of articles in local publications	At least one per quarter	DM TS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Moving Around Easily and Safely

Program: Developing and Encouraging Alternatives to Private Car Use

Activities	Measure	Target	Reporting Officer	Progress
Implement Transport Action Plan.	Programs implemented annually	80%	Director P&ES	✓
Review the use of community surveys to determine current travel patterns and ways to reduce private car use.	Survey review completed		DM ES	↑
Implement Bondi Junction Pedestrian Access and Mobility Plan (PAMP 01).	Budgeted works implemented	June 2009	DM TS	
	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	
		Time – within 3 months of agreed timetable	DM TS	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Moving Around Easily and Safely

Program: Developing and Encouraging Alternatives to Private Car Use

Activities	Measure	Target	Reporting Officer	Progress
Undertake education and promotion programs to encourage sustainable transport alternatives.	Community education on sustainable transport conducted	5 programs per year	DM ES	✓
	Targeted Council staff behaviour change program	1 per year	DM ES	✓
	Waverley Bike Day conducted annually	September	DM ES	✓
	Walk to school day conducted annually	May	DM ES	✓
	Walk to Work Day conducted annually	October	DM ES	✓
Together with SSROC liaise with government agencies to advocate to achieve more greenhouse friendly travel patterns.	Number of meetings attended and submissions presented	At least 2 per year	DM SP	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Moving Around Easily and Safely

Program: Improving Local Amenity

Activities	Measure	Target	Reporting Officer	Progress
Improve local amenity in Commercial areas.	Parking areas patrolled	Bondi Beach – Min. 2 per day	DM TS	✓
		Bondi Junction – Min. 2 per day	DM TS	✓
		Bronte – Min. 1 per day	DM TS	✓
		Local villages – Min. 1 per week	DM TS	✓
Improve local amenity in residential areas.	Parking areas patrolled	Bondi Beach – Min. 2 per day (weekend) and 1 per day (weekday)	DM TS	✓
		Bondi Junction – Min. 1 per day	DM TS	✓
		Bronte – Min. 1 per day	DM TS	✓
		Local neighbourhoods – Min. 1 per week	DM TS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Moving Around Easily and Safely

Program: Improving Local Amenity

Activities	Measure	Target	Reporting Officer	Progress
Undertake selected Green Links projects (Green Links 01).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM SP	✓
		Time – within 3 months of agreed timetable	DM SP	✓
Improve availability of bicycle parking.	Number of bicycle parking spaces	5% annual increase from 2005/2006 base year (28)	DM TS	↑

Program: System Review and Improvement

Activities	Measure	Target	Reporting Officer	Progress
Review Residential Preferential Parking Areas.	Number of areas reviewed	Minimum. of 2 per year	DM TS	✓
	Action Plan developed following surveys	Within 6 months of survey	DM TS	✓
	Percentage of residents surveyed after the implementation of a new parking scheme who say parking amenity has improved.	75%	DM TS	✓
Review parking signage or the need for signage in residential areas.	Number of residential streets reviewed each year	At least 25 streets	DM TS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Planning Our Future

Program: Strategic Urban Planning and Environmental Design

Activities	Measure	Target	Reporting Officer	Progress
Develop a new, comprehensive local environment plan (LEP) and DCP for Waverley that gives effect to the various elements of Council's Land Use Strategy as contained in Council's Strategic Plan.	Land use policies and controls reviewed	December 2008	DM SP	✓
	Draft LEP and DCP adopted by Council	March 2009	DM SP	x
	Exhibition drafts of the LEP and DCP prepared	May 2009	DM SP	x
Formulate appropriate controls within the Waverley comprehensive LEP and DCP to encourage a business and employment niche in the commercial centres based on completed market analysis.	Controls drafted and adopted by Council	March 2009	DM SP	↑
Comply with directions from State government, statutory requirements or Council requests for new or amended planning policies, including LEP's, DCP's and strategic plans.	Plans/policies completed within timeframe required	100%	DM SP	✓
Review Waverley DCP 2006 regularly.	Review completed annually	June each year	DM SP	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Planning Our Future

Program: Strategic Urban Planning and Environmental Design

Activities	Measure	Target	Reporting Officer	Progress
Investigate integrating Council's <i>Public Art in the Private Domain</i> policy into relevant existing plans ensuring that it is included in the new DCP for the Bondi Junction Commercial Centre.	DCP completed	December 2008	DM SP	↑
Integrate Environmentally Sustainable Development (ESD) principles into the Bondi Junction DCP.	Revised plans completed	December 2008	DM SP	✓
Ensure development applications comply with Council's sustainability policies.	Spot audits of determined development applications conducted	15 per year	DM ES	✓
Incorporate the recommendations of the Waverley Heritage Policy into the Waverley Local Environmental Plan 1996.	Waverley Local Environmental Plan 1996 amended	March 2009	DM SP	✓
Devise and implement an ongoing public education campaign on heritage.	Civic Pride, Heritage and Urban Design awards presented annually.	April (in conjunction with Heritage Festival)	DM SP	✓
Undertake the Waverley Indigenous Heritage Study.	Study completed	December 2008	DM SP	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Planning Our Future

Program: Development and Building Control

Activities	Measure	Target	Reporting Officer	Progress
Provide professional and efficient assessment of Development Applications.	Net time taken to process applications	Median DA turnaround time to equal or better the median level for Group 2 Councils	DM DA	✓
Provide professional and efficient assessment of construction certificates.	Median turnaround time of 15 working days	80% of all construction certificates	DM C	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Improving the Look and Feel of Our Neighbourhoods

Program: Public Space Planning and Enhancement

Activities	Measure	Target	Reporting Officer	Progress
Improve communication with commercial villages and neighbourhood centres.	Business database established	September 2008	DM BB and DM BJ	✓
Monitor business activity in commercial precincts.	Business activity audits conducted bi annually	100%	DM BB and DM BJ	✓
Upgrade Rose Bay Village streetscape (Streets 05).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	
		Time – within 3 months of agreed timetable	DM TS	
Improve Murriverie Road Shops streetscape (Streets 08).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	
		Time – within 3 months of agreed timetable	DM TS	
Undertake <i>Looking Good</i> - streetscape improvement works Bondi Road Stage 1 - south side, Bennett to Avoca Streets (Streets 04).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	✓
		Time – within 3 months of agreed timetable	DM TS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Improving the Look and Feel of Our Neighbourhoods

Program: Public Space Planning and Enhancement

Activities	Measure	Target	Reporting Officer	Progress
Undertake <i>Looking Good</i> - streetscape improvement works Bondi Road Stage 2 - south side, Boonara to Denham: north side Castlefield to Denham (Streets 10).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	
		Time – within 3 months of agreed timetable	DM TS	
Undertake <i>Looking Good</i> - streetscape improvement works Bondi Road Stage 3 - north side, Penkivil to Wellington (Streets 11).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	
		Time – within 3 months of agreed timetable	DM TS	
Implement projects, involving the local community, to promote civic pride.	Hewlett Street road closure completed	June 2009	DM IPCC	
Continue work on Heroes Walk at Bronte & Bondi Beaches.	Additional rondels placed annually	At least 2	DM IPCC	
Develop a marketing and promotion plan for Charing Cross.	Plan developed	April 2009	DM BJ	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Improving the Look and Feel of Our Neighbourhoods

Program: Parks and Playgrounds

Activities	Measure	Target	Reporting Officer	Progress
Replacement CCA Play Equipment.	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM POSO	✓
		Time – within 3 months of agreed timetable	DM POSO	✓
Upgrade Playgrounds (Open Spc/Rec 06).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM POSO	✓
		Time – within 3 months of agreed timetable	DM POSO	✓
Inspect high use playground (Waverley Park & Bronte Park) using checklist.	Check list completed daily	100%	DM POSO	✓
Inspect all other playgrounds using checklist.	Check list completed monthly	100%	DM POSO	✓
Undertake emergency cleaning of Council reserves within 24 hours of working day.	Customer requests for cleaning meets service standard	100%	DM POSO	✓
Clean major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Tamarama Park & Marks Park).	Cleaned daily	95%	DM POSO	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Improving the Look and Feel of Our Neighbourhoods

Program: Parks and Playgrounds

Activities	Measure	Target	Reporting Officer	Progress
Clean other parks and reserves.	Cleaned weekly	95%	DM POSO	✓
Maintain major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Tamarama Park & Marks Park).	Daily maintenance undertaken	95%	DM POSO	✓
Maintain other parks and reserves.	Six weekly maintenance undertaken pending parks review	95%	DM POSO	✓
	New maintenance standard implemented following adoption by Council of parks review	Within 2 months	DM POSO	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Improving the Look and Feel of Our Neighbourhoods

Program: Cleaning Public Spaces and Maintaining Trees and Gardens

Activities	Measure	Target	Reporting Officer	Progress
Improve co ordination of services to commercial villages and neighbourhood centres.	SLA developed	June 2009	DM BB and DM BJ	✓
Clean streets and footpaths.	Streets and footpaths cleaned in accordance with program	90%	DM RR	✓
Clean Bronte Pool.	Cleaned in accordance with program	90%	DM MC	✓
Maintain non landscaped traffic calming devices.	Twice per year	100%	DM RR	✓
Undertake programmed maintenance of nature strips.	Grass cut in accordance with grass cutting schedule and priority program	90%	DM RR	✓
Maintain all public place areas including landscaped traffic calming devices and village centres.	Min. of 10 times per year	95%	DM POSO	✓
Maintain trees in streets and reserves.	Customer requests completed within service standard	90%	DM POSO	✓
Plant trees, especially native ones, in streets and reserves.	Number of trees planted	At least 200 pa	DM POSO	✓
	Survival rate of trees planted	80%	DM POSO	✓
Undertake aerial cable bundling.	Annual target met	90%	DM POSO	x
Implement the 'adopt a tree' program.	Program implemented in accordance with street tree masterplan	100%	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Improving the Look and Feel of Our Neighbourhoods

Program: Licensing, Compliance and Inspections

Activities	Measure	Target	Reporting Officer	4th
Ensure all premises that require registration are registered.	Percentage of premises registered.	90%	DM C	✓
Inspect all registered premises annually.	Percentage of premises inspected.	90%	DM C	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Community Wellbeing in the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Provide a Life Guard Service, deploy Council Lifeguards and work with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches.	Lifeguards on duty all year round at Bondi and seasonally at Bronte and Tamarama	100%	DM BS	✓
	Lives lost by drowning on Council's beaches while Council Lifeguards are on are on duty	Equal to or less than previous year	DM BS	✓
	Ratio of serious injuries on Council's beaches per annum while Council Lifeguards are on are on duty to number of preventative actions	Equal to or less than previous year	DM BS	✓
	Ratio of rescues undertaken on Councils beaches per annum while Council Lifeguards are on are on duty to estimated number of beach visitors	Equal to or less than previous year	DM BS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Implement a <i>Surf Awareness/Education Program</i> .	Surf education programs presented	Minimum 6 times per year	DM BS	✓
	Surf education program reviewed and updated annually	July each year	DM BS	✓
	Surf education/ awareness initiative for targeted vulnerable groups implemented	At least one per year	DM BS	✓
Develop and conduct surf safety and beach awareness survey.	Survey developed	December 2008	DM BB	✓
	Benchmark survey conducted	January 2009	DM BB	✓
Support refurbishment works at North Bondi Surf Club (Misc Buildings 05).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM BSP	
		Time – within 3 months of agreed timetable	DM BSP	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Undertake planning for improvements to the Tamarama Surf Club (Misc Buildings 09).	Plans, scope of works and cost estimate developed	June 2009	DM BSP	✓
Continue successful Christmas and New Year strategy for Bondi to promote a safe and enjoyable environment at peak times.	Safe Summer Initiative reviewed, and evaluated annually	Reviewed – September each year	DM BB	✓
		Implemented – December each year	DM BB	✓
		Evaluated – March each year	DM BB	✓
Implement Community Safety Plan to ensure Bondi is safe and welcoming.	At least three safety audits of Bondi Place undertaken annually	100%	DM BB	✓
	Issues from audits that require attention actioned	Within two months of audit	DM BB	✓
Implement one community safety/crime prevention project annually in Bondi.	Project implemented	June 2009	DM IPCC	✓
Renew alcohol free zone in the Bondi area.	Current zones reviewed	November 2008	DM BB	✓
	Signs installed	January 2009	DM BB	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Review, develop, distribute to key stakeholders and regularly update a calendar of events and activities for the Bondi Area.	Calendar reviewed updated and distributed	Quarterly	DM BB	✓
Implement the <i>Pavilion Community Cultural Centre Review</i> to ensure the Centre meets changing community needs.	Key strategies implemented: -Liquor license --Bookings system upgrade --Signage upgrade	October 2008 August 2008 June 2009	DM CCS DM CCS DM CCS	x x x
Develop and hold 'place making' events, celebrations and/or installations to enliven key places in Bondi and bring the local community together.	Percentage of Arts Plus Plan implemented annually	25%	DM IPCC	✓
Put together an inclusive program of events targeting special groups eg. affordable youth events, an event celebrating artists with a disability and family friendly days.	Program implemented annually	100%	DM CCS	✓
Develop and implement policies and guidelines for recreational activities to ensure fair and balanced access and minimise risk.	Guidelines for Bondi Beach Skate Park developed	December 2008	DM IPCC	✓
Review the operation of and tender for mobile food vendors at Bondi Beach.	Current licences reviewed	June 2009	DM BB	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Look and Feel of the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Implement projects to promote civic pride involving the local community.	Pocket Park Program implemented	100%	DM IPCC	✓
	Footpath garden policy implemented	100%	DM IPCC	✓
	Adopt a tree program implemented in priority streets	25%	DM IPCC	✓
Undertake work arising from the Bondi Pavilion Asset Condition Action Plan, Purpose Statement and POPE licence (Bondi Pav 11).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM BSP	✓
		Time – within 3 months of agreed timetable	DM BSP	✓
Investigate QED tunnels for fire safety (Bondi Park 05).	Investigation completed	June 2009	Director PW&S	✓
Ensure development applications for the redevelopment of large or significant sites (ie over \$10M) achieve high quality urban design outcomes.	Percentage of development applications for significant sites that incorporate independent external urban advice	100%	DM DA	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Undertake graffiti and poster removal in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i> and program.	Compliance with established graffiti and bill poster removal protocol	95%	DM RR	✓
Ensure compliance with — <i>Footpath Seating for Restaurants</i> section of Waverley DCP particularly in relation to public access matters.	Service standards in SLA meet	100%	DM C	✓
Update the public art inventory and complete condition reports.	Public art inventory maintained	June 2009	DM IPCC	✓
	Maintenance plan for public art developed	June 2009	DM IPCC	x
Repair mosaic street furniture on Campbell Parade.	Repairs undertaken as required	100%	DM IPCC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Environmental Management in the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Implement Environmental Levy funded projects applicable to Bondi.	Percentage of programs for identified year implemented annually	80%	DM ES	✓
Continue to support the Marine Discovery Centre to educate the community about the environment.	Community education campaigns conducted in partnership	1 per year	DM ES	✓
Lobby the state government to improve sewage treatment at the Bondi Sewage Treatment Plant.	Number of meetings of Sydney Water Environment Group attended	At least 4 per year	DM ES	✓
Implement the Tree Management Plan to improve tree cover in public areas by planting the right trees in the right places.	Trees planted in priority areas	June 2009	DM IPCC	✓
Maintain trees in public areas after they are planted.	Survival rate for new trees planted	80% of trees planted survive	DM POSO	✓
Conduct waste audits and use results to determine if specific education programs are required.	Results of annual waste audit of cigarette butts on Bondi Beach	Progressive reduction from base year 2004	DM ES	✓
Conduct and evaluate targeted community environmental education and awareness program in the Bondi Basin area each year.	Number of programs conducted	1 every two years	DM ES	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Improve co ordination and service standards in addressing waste management and waste presentation issues.	Waste Management Action Plan implemented annually	September	DM ES	✓
	Evaluation of Waste Management Action Plan completed	June 2009	DM ES	✓
	Strategy monitored bimonthly	100%	DM ES	✓
	New Waste Management Action Plan developed	March 2009	DM ES	✓
Reduce litter on Bondi Beach.	Education initiatives for visitors to Bondi beach in correctly disposing of plastic and glass bottles implemented	December 2008	DM ES	✓
	Feasibility study on providing bins on beaches completed	June 2009	DM BB	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Moving Around the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Implement a <i>Pedestrian Access and Mobility Plan</i> .	Brief developed for Bondi area	December 2008	DM TS	x
Implement recommendations of Ben Buckler Traffic and Parking Study (T&T 09).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	✓
		Time – within 3 months of agreed timetable	DM TS	✓
Encourage and promote public transport and bicycle use in the Bondi area	Feasibility of car free day assessed	June 2009	DM ES	x
	Public transport best practice model applied to major ticketed events	At least 3 events per year	DM BB	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Economic Development in the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Market and promote Bondi Town Centre and villages.	Review Marketing and Promotion Plan annually	December	DM BB	✓
	Implement Marketing and Promotion Plan	At least 2 initiatives per year	DM BB	✓
Improve communication with the retail sector of the Bondi Town Centre.	Newsletter informing the retail sector on activities/ events and projects distributed quarterly	March, June, September, December	DM BB	x
	Bondi Forum meetings held	At least quarterly	DM BB	✓
Create opportunities for business operators to enhance their business.	In collaboration with retail sector retailer training and support initiatives facilitated	At least one per annum	DM BB	✓
Undertake business activity audits to monitor business activity.	Audits conducted quarterly	100%	DM BB	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Improve community satisfaction with public amenity within Town Centre.	Community satisfaction survey conducted	Twice per year (March and September)	DM BB	✓
	Community satisfaction with the public amenity improved	Overall satisfaction higher than 2007 baseline average	DM BB	✓
Review and implement Council's Visitor Management Action Plan.	Implementation commenced	July 2008	Director PW&S	✓
	Plan reviewed	February 2009	Director PW&S	✓
Improve visitor information and accessibility in Bondi Town Centre.	'Wayfinding' and visitor signage installed	April 2009	DM BB	x
Investigate the feasibility of providing a Visitor Information Centre.	Research completed	July 2008	DM BB	✓
	Feasibility study completed.	May 2009	DM BB	x

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Place Management

Activities	Measure	Target	Reporting Officer	Progress
Co-ordinate services to improve public areas in the Bondi Place by ensuring they are clean, green and functional.	Regular Audits of conditions and compliance with Service Level Agreements undertaken	Monthly	DM BB	✓
	Service Level Agreements are reviewed annually and service standards adjusted accordingly	September each year	DM BB	✓
	Percentage of customer requests for Bondi Beach Place actioned within service standards	85% of requests completed within service standard	DM BB	✓
Provide public place cleaning and maintenance programs.	Beach litter bins are less than 100% full	95% of the time	DM PO&OS	✓
	Compliance with pool cleaning program for North Bondi Pool	90%	DM MC	✓
Provide public place regulation and compliance programs.	Regular ranger patrols of Bondi Place undertaken	Meet service level agreement standard	DM C	✓
Ensure all premises that require registration are registered.	Percentage of premises registered.	90%	DM C	✓
Inspect all registered premises annually.	Percentage of premises inspected.	90%	DM C	✓
Undertake beach cleaning program.	Meets timeframe and standard specified in SLA	95%	DM PO&SO	✓
Undertake programmed cleaning and maintenance of Council assets.	Completed in accordance with SLA	95%	DM PO&OS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Protecting the Bondi Area

Activities	Measure	Target	Reporting Officer	Progress
Undertake programmed park maintenance.	Completed in accordance with SLA	95%	DM PO&OS	✓
Maintain all public place areas including landscaped traffic calming devices and village centres.	Min. of 10 times per year	95%	DM POSO	✓
Undertake programmed maintenance of high profile gardens.	Completed in accordance with SLA	95%	DM PO&OS	✓
Undertake programmed maintenance of nature strips.	Grass cut in accordance with grass cutting schedule and priority program	90%	DM RR	✓
Maintain non landscaped traffic calming devices.	Twice per year	100%	DM RR	✓
Develop annual summer waste management program.	Program developed	September 2008	DM RR	✓
Implement annual summer waste management program.	Program commenced	October 2008	DM RR	↑
Evaluate annual summer waste management program.	Program evaluated	June 2009	DM RR	✓
Dumped rubbish inspected for identification for action and removed.	Inspection/follow up	90%	DM C	✓
	Removed within one week of notification	100%	DM RR	✓
Remove abandoned cars.	Removed in accordance with Impounding Act.	100%	DM C	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Community Safety in Bondi Junction

Activities	Measure	Target	Reporting Officer	Progress
Address safety issues through a range of Council policies and plans.	BJ Youth Protocol promoted annually	June	DM IPCC	x
Implement Community Safety Plan in Bondi Junction.	Safety audit completed quarterly	100%	DM BJ	✓
	Issues from safety audits actioned within two months	100%	DM BJ	✓
Implement one community safety/crime prevention program annually in Bondi Junction.	Program implemented	June 2009	DM IPCC	✓
Provide night time security in the mall.	Security provided	At least three nights a week	DM BJ	✓
Encourage Oxford Street Mall businesses to regularly trade after 5pm in the mall to increase passive surveillance.	Number of businesses, including restaurants, trading after 5pm in the Mall	At least 2	DM BJ	✓
Review community perception of key safety issues.	Surveys every two years	June 2009	DM BJ	↑
	Percentage of residents who feel safer in Bondi Junction	Increase from base year 2006/2007	DM BJ	📄
Ensure Bondi Junction Forum on safety meets as required.	Forum meets at least once every two years	100%	DM BJ	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Transport in Bondi Junction

Activities	Measure	Target	Reporting Officer	Progress
Implement Waverley Transport Action Plan.	Percentage of programs implemented annually	80%	Director P&ES	✓
Implement adopted recommendations of Bondi Junction Traffic and Transport study (BJ 13)	Negotiations with potential funding partners completed	June 2009	DM TS	x
Encourage the use of public transport to access Bondi Junction.	Information on Bondi Junction promotes the use public transport	100%	DM BJ	✓
Implement 'Wayfinding' Strategy.	'Wayfinding' Strategy Plan developed for Charing Cross	March 2009	DM BJ	x
	'Wayfinding' Strategy Plan developed for Bondi Road	June 2009	DM BJ	x
Ensure Bondi Junction Forum on transport meets as required.	Forum meets at least once every two years	100%	DM BJ	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Buildings and Environment in Bondi Junction

Activities	Measure	Target	Reporting Officer	Progress
Prepare a range of Council policies and plans on building and environmental issues.	Comprehensive Bondi Junction LEP and DCP completed	December 2008	DM SP	✓
Encourage property owners to improve building facades.	Strategy developed and adopted by Council	June 2009	DM BJ	x
Communications make reference to Bondi Junction heritage.	BJ newsletter includes focus on heritage	1 per year	DM BJ	✓
Undertake public domain works as part of overall Design Framework for Bondi Junction (BJ 03).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	
		Time – within 3 months of agreed timetable	DM TS	
Develop Bronte Road Gateway to Bondi Junction (BJ 12).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM BJ	
		Time – within 3 months of agreed timetable	DM BJ	
Facilitate development of Bondi Junction Town Square to create alternative economic and public space feature (InvestStrat 08).	Options report prepared for Council	February 2009	Director PW&S	x

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Activities	Measure	Target	Reporting Officer	Progress
Provide Public Art in Bondi Junction (BJ 06).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	Director RCCS	✓
		Time – within 3 months of agreed timetable	Director RCCS	✓
Ensure public art is incorporated in appropriate new developments in accordance with Public Art in the Private Domain.	All appropriate new developments include a contribution toward public art	June 2009	DM DA	
Implement the Tree Management Plan in Bondi Junction.	Trees planted in priority areas	June 2009	DM IPCC	x
Undertake graffiti and poster removal in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i> and program.	Compliance with established graffiti and bill poster removal protocol	95%	DM RR	✓
Implement projects, involving the local community, to promote civic pride in Bondi Junction.	St James Road Reserve completed	June 2009	DM IPCC	✓
Improve business understanding of Council expectations on waste management, recycling and stormwater issues.	BJ newsletter includes information on current good practice and Council expectations	1 per year	DM BJ	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Activities	Measure	Target	Reporting Officer	Progress
Implement Bondi Junction area water use reduction actions from Water Savings Action Plan.	Percentage of actions implemented	80%	DM ES	✓
Review community satisfaction with: <ul style="list-style-type: none"> • street tree planting and greening program; • public open space; • public place amenity every two years. 	Survey every 2 years	June 2009	DM BJ	x
Review community satisfaction with public place facilities including phones, seating, lighting, bus shelters, children's play areas and baby change facilities.	Survey every 2 years	June 2009	DM BJ	x
Ensure Bondi Junction Forum on building and the environment meets as required.	Forum meets at least once every two years	100%	DM BJ	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Community Wellbeing in Bondi Junction

Activities	Measure	Target	Reporting Officer	Progress
Address issues on community wellbeing through implementing a range of Council policies and plans.	Progress on implementation of the Social Plan reported annually	June	DM IPCC	✓
Conduct one major Council sponsored community event per annum.	'Global Table' event held annually	May	DM BJ	✓
Investigate alternative Council sponsored community events.	Investigation completed and reported	June 2009	DM BJ	✓
Implement program of seasonal events.	Number of seasonal events per annum	At least four	DM BJ	✓
Encourage the use of the Bondi Junction commercial area for arts/cultural events.	Number of arts/cultural events annually	At least one	DM BJ	✓
Co ordinate operation of community markets including non government services and groups.	Twice yearly report to Council on operation	100%	DM BJ	x
Hold events that recognise Aboriginal and TSI people.	NAIDOC event held annually	July	DM BJ	✓
Provide regular community information.	BJ newsletters produced quarterly	100%	DM BJ	✓
Ensure Bondi Junction Forum on community well being meets as required.	Forum meets at least once every two years	100%	DM BJ	

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Economic Development in Bondi Junction

Activities	Measure	Target	Reporting Officer	Progress
Address issues on economic development through implementation of a range of Council policies and plans.	Policies and plans implemented	95%	DM BJ	✓
Ensure that marketing communications reinforce the Bondi Junction brand in addition to Council identity guidelines.	Bondi Junction brand and Council logo used in marketing communication	100%	DM BJ	✓
Undertake co-operative marketing events/activities or advertising with Westfield, Eastgate and/or other major retail stakeholders.	Events undertaken	1 per year	DM BJ	✓
Carry out 'visual merchandise' event or program for local businesses.	Training provided	one per year	DM BJ	x
	Number of entries BJ Brightest & Best Business Awards	Increase over base year 2005	DM BJ	✓
Undertake business activity audits to monitor business activity.	Audits conducted bi annually	100%	DM BJ	✓
Ensure Bondi Junction Forum on economic sustainability meets as required.	Forum meets at least once every two years	100%	DM BJ	📄

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Bringing Bondi Junction Alive

Place Management

Activities	Measure	Target	Reporting Officer	Progress
Maintain regular cleaning and litter bin collection programs.	Service level agreement targets met	95%	DM RR	✓
Report regularly to Council's Executive Team on service standards and service level agreements.	Reports completed quarterly	100%	DM BJ	✓
Monitor completion of Service Desk requests for Bondi Junction Place.	Requests completed within service standard	80% service standard	DM BJ	✓
Ensure all premises that require registration are registered.	Percentage of premises registered	90%	DM C	✓
Inspect all registered premises annually.	Percentage of premises inspected	90%	DM C	✓

<i>Reviewing Our 2008/2012 Management Plan</i>
<i>Did We Do What We Said We Would Do?</i>

Building Our Capacity to Deliver

Providing Services to Customers

Activities	Measure	Target	Reporting Officer	Progress
Monitor performance against service standards for customer requests and complaints recorded in Service Desk.		75% service standard	DM LCS	✓
		90% within one week of service standard		✓
Develop and implement an annual survey plan to monitor customer satisfaction with Council's public contact customer services.	Customer satisfaction score	80% or better	DM LCS	✓
Action improvements identified through annual Customer Services survey program.	Time to refer improvement for action following receipt of survey analysis	Within 4 weeks	DM LCS	✓
Continue comparative benchmarking program in Call Centre.	Customer satisfaction score	Equal or exceed performance of other councils surveyed	DM LCS	📄
Replace current beach and residential permit parking system (Parking 04).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM BSP	✗
		Time – within 3 months of agreed timetable	DM BSP	✗

<i>Reviewing Our 2008/2012 Management Plan</i>
<i>Did We Do What We Said We Would Do?</i>

Building Our Capacity to Deliver

Consulting and Communicating

Activities	Measure	Target	Reporting Officer	Progress
Conduct regular civic events.	Events conducted	At least 10 per annum	ES-Mayor's Office	✓
Conduct Council wide community needs and customer satisfaction survey.	Survey results analysed	June 2009	DM LCS	✓
Maintain 'have a say' section on Council's website.	Report annually on surveys conducted, consultations held and plans exhibited	December	DM IPCC	x
Report on improvements in relation to the principles of multiculturalism.	Annual report on Multicultural and ATSI Policies	September	DM IPCC	✓
Provide communication in community languages through language aide scheme and Telephone Interpreter Service (TIS).	Number of incidents of use	=or> than base year (2005/2006)	DM IPCC	x
	Implement improvements to language aides service	March 2009	DM IPCC	x
Implement program to ensure inclusion of translated material in Council community information.	Improvement plan reviewed	December 2008	DM IPCC	x

<i>Reviewing Our 2008/2012 Management Plan</i>
<i>Did We Do What We Said We Would Do?</i>

Building Our Capacity to Deliver

Consulting and Communicating

Activities	Measure	Target	Reporting Officer	Progress
Provide training to support Precinct executive members.	Number of training sessions provided	1 per year	DM IPCC	✓
Promote Precincts through Council website and advertising.	Promote in local media	Quarterly	DM IPCC	✓
	Meeting agenda and minutes on website	Within 7 days of receipt	DM IPCC	✓
Implement Stage II of Council's Communications Action Plan.	Key actions from Plan implemented on target	100%	EO Communications	↑
	Report in December 2008 and June 2009 on progress	100%	EO Communications	✓
Produce a Community Newsletter.	Publish quarterly	100%	M/EA to Mayor	✓
Review the format of all Community Newsletters, their frequency and distribution.	Review completed	May 2009	EO Communications	x

Reviewing Our 2008/2012 Management Plan
Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Consulting and Communicating

Activities	Measure	Target	Reporting Officer	Progress
<p>Ensure the following committees meet regularly:</p> <ul style="list-style-type: none"> • Sustainability Committee • Independent Hearing & Assessment Panel ▪ Access Committee ▪ Multicultural Advisory Committee. ▪ Community Safety Advisory Committee. ▪ Public Arts Committee ▪ Surf Life Saving Clubs in Waverley Area. ▪ Eastern Region Local Government Aboriginal and Torres Strait Islander Forum. 	<p>Meetings held pa</p>	<ul style="list-style-type: none"> • At least quarterly • Monthly as required • At least 6 per year • At least quarterly • At least quarterly. • At least 3 a year • At least twice a year • At least bimonthly 	<p>DM ES</p> <p>Director P&ES</p> <p>DM IPCC</p> <p>DM IPCC</p> <p>DM IPCC</p> <p>DM CCS</p> <p>Director, PW&S</p> <p>DM IPCC</p>	<p>✓</p> <p>↑</p> <p>✓</p> <p>x</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Managing our Finances

Activities	Measure	Target	Reporting Officer	Progress
Provide financial advice and co ordination to ensure Council meets overall budget performance targets.	Meet or exceed annual budget target	100%	DM FISS	
Issue rates notices within prescribed timeframe set out in the Local Government Regulations.	Notices issued by: 31 July 31 October 31 January 30 April	100%	DM FISS	✓
Collect all rates levied.	Rates outstanding as a percentage of rates collected	=<3.5% outstanding	DM FISS	✓
Return on cash investments.	Equal or exceed UBS Warburg AUD Bank Bill Index	100%	DM FISS	✓
Achieve green light on Local Government Finance Health Check Indicators.	Number of green lights	At least 7	DM FISS	
Maintain a debt service ratio of no more than 6%.	Debt service ratio	=<6%	DM FISS	
Achieve an unrestricted current ratio – assets to liabilities of greater than 2:1.	Unrestricted current ratio	=>2:1	DM FISS	
Prepare four-year forecast.	Forecast completed annually	April	DM FISS	✓
Review 10 year financial plan based on audited results.	Review undertaken annually	December	DM FISS	✓
Review and monitor performance of Council's Investment Policy.	Review undertaken annually	June	DM FISS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Managing our Finances

Activities	Measure	Target	Reporting Officer	Progress
Meet or exceed budgeted financial performance for all commercial leases.	Percentage compared to budget	100%	DM BSP	✓
Meet or exceed budgeted financial performance for Cemetery business operations.	Percentage compared to budget	100%	DM BSP	✓
Meet or exceed budgeted financial performance for Council car park business operations.	Percentage compared to budget	100%	DM BSP	✓
Provide a commercial waste collection service.	Number of businesses serviced	Equal to or more than previous year	DM BS	✓
Provide a commercial waste recycling service.	Number of businesses serviced	Equal to or more than previous year	DM BS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Managing our Assets

Activities	Measure	Target	Reporting Officer	Progress
Assess recommendations from internal review of asset management structure and resourcing and implement improvements.	Report to Council	December 2008	GM	✓
Continue with implementation of Stage 2 of Council's Investment Strategy	Report to Council on progress of key projects	Quarterly	GM	↑
	Financial modelling updated	December 2008	GM	✓
	Percentage of projects progressed in accordance with implementation plan	80%	GM	✓
Implement Plan for continuous improvement in asset management.	Revised scheduled activities implemented annually	80%	DM FISS	✓
Implement recommendations from Council's Strategic Asset Management Plan 2 (SAMP 2).	Report annually to Council on progress with key projects	June	DM FISS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Managing our Assets

Activities	Measure	Target	Reporting Officer	Progress
Consult the community about Council's Strategic Asset Management (SAMP) and Long Tern Financial (LTFP) Plans.	Consultation plan developed	December 2008	Director C&TS	✓
Redevelop Waverley Park Pavilion and park amenities building (Invest Strat 02).	Design documentation for new Pavilion and amenities building completed	April 2009	DM ISPT	↑
Assess feasibility and develop proposal for conversion of parking spaces at Eastgate Car Park to office accommodation (Invest Strat 11).	Feasibility assessed and proposal developed	June 2009	DM BSP	✓
Renovate Council Chambers accommodation following move of Customer Service Centre to Bondi Junction (Accom Strat 03).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM BSP	✓
		Time – within 3 months of agreed timetable	DM BSP	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Managing our Assets

Activities	Measure	Target	Reporting Officer	Progress
Undertake conversion of surplus space in Hollywood Avenue car park to sub depot (Invest Strat 09).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	Director PW&S	✓
		Time – within 3 months of agreed timetable	Director PW&S	✓
Investigate alternative sites for Council depot including seed funding for joint venture (Invest Strat 05).	Investigation status report completed	June 2009	Director PW&S	✓
Investigate development of and undertake feasibility work on proposed Council sub depot at Hugh Bamford Reserve (Invest Strat 10).	Investigation status report completed Submission to review of Waverley consolidating LEP 2010 regarding environmental factors prepared	November 2008	Director PW&S	✓
		December 2008	Director PW&S	✓
Undertake internal refurbishment and major maintenance works to School of Arts (Misc Buildings 03).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	Director RCCS	✓
		Time – within 3 months of agreed timetable	Director RCCS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Managing our Assets

Activities	Measure	Target	Reporting Officer	Progress
Replace Marks Park retaining wall (Open Spc/Rec 14).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM POSO	↑
		Time – within 3 months of agreed timetable	DM POSO	↑
Undertake road works to increase pavement life (Roads 01).	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	✓
		Time – within 3 months of agreed timetable	DM TS	✓
Monitor delivery of Capital Works Program on time and within budget.	Number of projects listed for completion in reporting year completed	80%	DM FISS	x
	Percentage of projects completed within +/- 10% of original budget as adopted	100%	DM FISS	x
Complete works on annual infrastructure construction schedule.	Works completed on time	90%	DM MC	✓
	Works completed on budget	90%	DM MC	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Managing our Assets

Activities	Measure	Target	Reporting Officer	Progress
Subject all capital works over \$50,000 to an access audit. 	All identified works	Access audits completed	DM MC	✓
Subject all maintenance works over \$50,000 to an access audit. 	All identified works	Access audits completed	DM BSP	✓
Develop integrated infrastructure renewal plan for Waverley Cemetery (Cemetery 01).	Plan developed.	June 2009	DM TS	↑
Maintain Council's vehicle fleet and plant.	Daily availability for use	90%	DM BS	✓
	Maintained according to service specifications	100%	DM BS	✓
	Complete non scheduled services within 48 hours	90%	DM BS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Operating Efficiently, Effectively and Safely

Activities	Measure	Target	Reporting Officer	Progress
Evaluate effectiveness of the organisational structure.	Review completed	June 2009	GM	✓
Increase regional resource sharing by active participation in Southern Sydney Regional Organisation of Councils (SSROC).	Percentage of SSROC regional initiatives in which Waverley participates	80%	GM	✓
Commence implementation of Knowledge Management Action Plans.	implementation Action Plans commenced	January 2009	Director C&TS	x
Ensure computer network availability (excluding planned downtime).	Percentage of time available	95%	DM FISS	✓
Monitor use and effectiveness of web site.	Increase in visits each year	10% on previous year	DM FISS	✓
Redesign website.	Redesign completed	Every 3 years	DM FISS	x
Review financial management control procedures.	Reviews completed	3 reviews per year	DM FISS	✓
Implement Operational Risk Management Plan.	Percentage of scheduled activities achieved annually	80%	Risk Manager	✓
Manage liability and workers compensation claims.	Claims processed within required timeframe	100%	Risk Manager	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Operating Efficiently Effectively and Safely

Activities	Measure	Target	Reporting Officer	Progress
Review effectiveness of Council liability reduction programs against claims data and cost.	One program assessed each quarter	4 programs per year	Risk Manager	✓
Improve OH&S performance.	Reduction in the ratio of lost time injuries	Less than or equal to 2007/2008 average	Risk Manager	x
	Severity of injuries (net cost)			✓
	Duration of time lost injuries			✓
Implement OH&S Strategic Plan.	OHS+IM programs developed	4 per year	Risk Manager	✓
	Percentage of scheduled OH&S training program delivered annually	80%	Risk Manager	✓
Implement adopted actions from OHS gap analysis report.	Percentage of adopted actions delivered annually	80%	Risk Manager	✓
Undertake footpath repairs in areas of high risk to public safety (Risk 02)	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	✓
		Time – within 3 months of agreed timetable	DM TS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Operating Efficiently Effectively and Safely

Activities	Measure	Target	Reporting Officer	Progress
Fence high risk areas to improve public safety.	Time to complete and finished cost compared to adopted plan.	Cost – within + or - 10% of agreed	DM TS	✓
		Time – within 3 months of agreed timetable	DM TS	✓
Continue program of internal customer service surveys.	Customer satisfaction score	75% or better	Business & Services Improvement Manager	x
Provide an efficient and effective payroll service.	Pay staff on time	100%	DM HR/OD	✓
Implement an upgraded payroll system.	Upgrade completed	June 2009	Business & Services Improvement Manager	x
Ensure store operations are efficient, effective and delivered in a timely manner.	Stock provided when required	95%	DM BS	✓
	Regular stocktakes show no more than 3 months of stock is held on non clothing items	95%	DM BS	✓
	Surplus stock items disposed of in accordance with policy	100%	DM BS	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Developing our Organisation

Activities	Measure	Target	Reporting Officer	Progress
Implement 2005/09 EEO Management Plan. 	% of activities for identified year achieved	80%	DM HR/OD	x
Develop 2009/2013 EEO Management Plan. 	Plan developed	June 2009	DM HR/OD	x
Develop work force plan.	Plan developed	June 2009	DM HR/OD	x
Manage the recruitment process to limit the length of time to fill vacant positions.	Recruitment cycle time	7 weeks	DM HR/OD	✓
Recognise and reward excellence in performance by staff.	Improved recognition and reward program developed and implemented	June 2009	DM HR/OD	x
Train all new permanent and fixed term staff in ethics, OH&S, EEO. 	Trained within 3 months of commencement	85%	Business & Services Improvement Manager	x

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Developing our Organisation

Activities	Measure	Target	Reporting Officer	Progress
Deliver Learning and Development (Training Plan).	Scheduled components delivered.	80%	Business & Services Improvement Manager	✓
	Satisfaction score on participant's evaluations	At least 80% for all courses		✓
Staff communication strategy implemented in response to 2007/2008 staff survey results.	Implementation plan prepared	January 2009	GM	✓
Implement the Organisational Development Strategy.	Action Plans from strategy implemented	80%	DM HR/OD	✓
Develop Human Resources/ Organisational Development Plan 2009/2012.	Plan developed	June 2009	DM HR/OD	x

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Ensuring Open and Accountable Governance

Activities	Measure	Target	Reporting Officer	Progress
Continue undertaking reviews using Governance Health check list.	Number of reviews completed	At least 6 reviews per year	DM GA&ES	x
	Score achieved on reviews	2 or more out of 5	DM GA&ES	✓
Implement improvements in identified areas following each health check review.	Percentage implemented within 6 months of being accepted	80%	DM GA&ES	✓
Maintain and report regularly on register of pecuniary interest.	Report to Council annually	November each year	DM GAES	x
Maintain and report on Councillors and staff gift registers.	Report to Council's Executive Team annually	August each year	DM GAES	✓
Provide professional and timely support and assistance to Councillors.	Requests completed within 7 days of receipt	95%	DM GA&ES	↑
Provide support to meetings of Council and Council committees.	Service standards for agenda and minutes met	95%	DM GA&ES	↑
Provide support for September 2008 local government election.	Support requested by Electoral Commission provided	100%	DM GA&ES	✓
Complete all statutory reviews following LG election.	Reviews completed	100%	DM GA&ES	✓
Provide Councillor induction and support following LG election.	Councillor satisfaction	85%	DM GA&ES	✓

Reviewing Our 2008/2012 Management Plan

Did We Do What We Said We Would Do?

Building Our Capacity to Deliver

Ensuring Open and Accountable Governance

Activities	Measure	Target	Reporting Officer	Progress
Interpret the new Integrated Planning and Reporting Framework as the basis for changes to Council's future statutory reporting requirements.	Report to Council	Within 6 months of release by DLG of framework	DM GA&ES	✓
Provide reports required by legislation.	Reports provided on time and in format required	100%	DM GA&ES	✓
Provide reports requested by Government Departments.	Reports provided on time and in format required	100%	DM GA&ES	✓
Review significant governance policies regularly.	Policies reviewed Code of Meeting Practice Code of Conduct for Councillors Councillor's Expenses and Facilities Statement of Business Ethics Delegations	August 2009 February 2009 November 2008 April 2009 February 2009	DM GA&ES	✓ ✓ ✓ ✓ X

<i>Reviewing Our 2008/2012 Management Plan</i>
<i>Did We Do What We Said We Would Do?</i>

Building Our Capacity to Deliver

Ensuring Open and Accountable Governance

Activities	Measure	Target	Reporting Officer	Progress
Maintain and provide access to Council's policy register.	Policies available	100%	DM GA&ES	✓
Review implementation, operation and expansion of planning software (InterPlan).	Review completed	March 2009	DM GAES	x
Provide records management and information access services for Council.	Level of compliance with Records Management Policy	90%	DM GA&ES	x
	FOI application completed within 21 days	100%		✓
	Privacy applications completed within 28 days	100%		
Continue program of document imaging.	Trial of scanning DA objection letters commenced	October 2008	DM GAES	x
	At least one year of previous DAs scanned	Annually	DM GAES	✓

The following information is provided in accordance with the annual reporting requirements outlined in Section 428(2) of the Local Government Act 1993.

a. Statement of Expenses, Revenue and Assets

This information can be found in Council's Financial Report, which begins on page 156.

b. Actual and Projected Performance Comparison

This can be found in Section Two – Reviewing Our 2008/2012 Management Plan beginning on page 22.

c. State of The Environment – How Are We Going?

(Also see our separate *State of The Environment Report 2009*)

In our State of the Environment Report a number of environmental indicators have been included to help assess how Council, other government agencies and the community are looking after the environment and working towards the goal of ecologically sustainable development (ESD). As it is impossible to accurately assess when a community has achieved the right environmental and economic balance, indicators can show whether we are heading in the right direction. They can also be used as a report card to assess Council's performance in the years ahead.

The indicators that are used have met the following criteria:

- *they reflect something fundamental to the long term economic, environmental or social health of the community;*
- *they are statistically measurable — either the data exists or a practical method of data collection can be created;*
- *the indicator represents something that can be influenced by the community or government actions.*

The indicators that have been chosen are by no means exhaustive, nor cover every environmental, economic or social consideration. However, they provide the starting point for Council's environmental program. Each year government agencies suggest a suite of indicators for councils and other agencies to use. Only some of these are included in this report because Council could spend all its time and resources collecting information on the state of and pressures impacting on the environment rather than acting to protect it.

The indicators chosen are listed below. For each indicator progress in the current year against 2005/2006 is shown unless relevant data or other information was unavailable. The last column shows our movement toward sustainability compared with the 2005/2006 figures.



As people buy and consume more products, the rate of waste generation increases.

This general trend places pressures on the environment and Council's waste management systems.

People who visit, live in, or work in Waverley, can reduce this impact by taking more responsibility for their waste. This involves actively avoiding waste generation, recycling more, and disposing of non-recyclable materials responsibly.

Council is constantly improving its capacity to handle waste more efficiently and to reduce its initial generation by implementing various corporate plans, strategies, and education programs. Council recognises a large percentage of waste as a valuable resource and in response continually increases its efforts to divert waste from landfill by improving resource recovery throughout the LGA.

Pressures on our Waste System

- ✓ Population increases
- ✓ Littering
- ✓ Increasing generation of waste
- ✓ Reduction in the availability of landfill space
- ✓ Subsequent increase in landfill disposal costs
- ✓ Cost of managing negative environmental impacts from landfill sites eg. leachate, greenhouse gases.
- ✓ Illegal dumping
- ✓ Reduced life span of goods, especially electronic
- ✓ Increased packaging of products
- ✓ Increased economic growth and consumption of goods

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Total tonnes of waste to landfill (no recycling)	16,958	13,451	↑
Total tonnes of waste diverted to recycling	10,494	7,735	↓
Tonnes of illegally dumped rubbish removed by Council	635	267	↑



Urban stormwater is the untreated run-off from hard surfaces such as roofs, footpaths and roads. Stormwater flow is intercepted by engineered stormwater management systems that have replaced natural watercourses and streams over time. These management systems channel excess water away from urban areas to natural aquatic environments as a flood mitigation measure, often carrying pollutants such as nitrogen, phosphorus, metals (e.g. copper, lead, zinc) and hydrocarbons. Other material such as faecal bacteria and grease can also be washed off surfaces into stormwater, all of which have adverse impacts upon the health of aquatic ecosystems.

The Waverley LGA consists of nine stormwater sub-catchments that drain into three major receiving water bodies Sydney Harbour, the Pacific Ocean and Lachlan Swamps in Centennial Parklands. Therefore, both the quantity and quality of stormwater generated within the catchment can have regional implications.

Human impacts within the catchment have increased the amount of litter, nutrients, bacteria, heavy metals, and sediment being discharged into our receiving water bodies, thus degrading the quality of our local aquatic systems. In response to these pressures, Council continues to develop integrated water management programs that focus both on reducing the quantity of stormwater and improving water quality throughout the catchment. Integrated water management is one of Council's key corporate goals.

Waverley Council

Meeting Our Statutory Requirements

Pressures on our Aquatic Systems

- Ongoing environmental impacts from businesses.
- Vaucluse / Diamond Bay Diversion Scheme: untreated sewage is continuously discharged into the ocean from three cliff face outfalls, one of which is located within Waverley LGA at Diamond Bay.
- Pollution: 140 environmental pollution incidents were recorded in the reporting period.
- Sewer overflows: regular overflows from designed sewer overflow points throughout Waverley.
- Increased quantity of stormwater, increased development and reduction of pervious surfaces.
- Loss of biodiversity.

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Total water consumption in Waverley (kL): Community Council	6,308,303 80,946	5,908,795 86,089	↑↓
Average compliance with EPA Beachwatch: Faecal Coliform	98%	100%	↑
Average compliance with EPA Beachwatch: Enterococci	93%	87%	↓
Number of pollution control devices (including trash racks and pit baskets)	96	96	↔



The term “Biodiversity” refers to the variety of all life forms present, such as the different plants, animals and micro-organisms, the genes they contain, and the different ecosystems in which they are found and form part of. It is important to conserve biodiversity, to protect the life-support systems on earth. These systems include fresh water provision, climate regulation, the creation of soils, and the natural disposal of pollutants. They are fundamental to the quality of our life and our economy.

The Waverley natural environment has undergone significant change in response to the pressures of residential, commercial and recreational use. The few remaining areas of remnant and planted vegetation play an important role in the area, especially in terms of providing food, habitat and shelter for native animals.

Waverley LGA boasts 112 hectares of open space covering 82 parks and reserves. Of this approximately 6 hectares is native remnant vegetation. Small areas of remnant bushland that provide important refuges for native flora and fauna are also located on private properties throughout Waverley.

Waverley Council

Meeting Our Statutory Requirements

In Waverley, the Eastern Suburbs Banksia Scrub is listed as an endangered ecological community under the Threatened Species Conservation Act 1999. This isolated site is located on the York Road boundary to Centennial Parklands.

The wattle, *Acacia terminalis* ssp *termanalis*, is listed under this same legislation as an endangered species. The exact location of this rare plant in the Waverley LGA is now difficult to ascertain, although it is expected that dormant seed exists in several different locations.

Pressures on our Biodiversity

- Noxious weeds
- Land clearing
- Stormwater pollution
- Fragmentation of remnant bushland
- Exotic plants spreading from private gardens
- Illegal dumping
- Feral animals
- Companion animals

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Area of Bushland in active care of Council and community (m ²)	2,243	6,823	↑
Number of native flora species identified in Waverley LGA	154	154	↔
Number of native fauna species identified in the Waverley LGA	93	94	↑



The Waverley Local Government Area (LGA) is located on Sydney's eastern seaboard, approximately seven kilometres from the central business district. It includes the localities of Bondi Junction, Queens Park, Bronte, Waverley, Bondi, North Bondi, Tamarama, Dover Heights and parts of Rose Bay and Vaucluse. Waverley's position between the city and the sea is the key to its enormous attraction for residents and visitors. Waverley lies just south of the beautiful Sydney Harbour with its eastern boundary defined by the Tasman Sea. Dover Heights, arguably Waverley's most affluent suburb, enjoys views to the Harbour Bridge whilst the beachside suburbs of Bondi, Tamarama and Bronte, are amongst the most popular in Australia.

With an area of 9.3 square kilometres and a population density of 6745 people per square kilometre (km²) Waverley is the most densely populated LGA in Australia after the City of Sydney. Despite our small area, Waverley boasts a rich and diverse mixture of residential, business and natural landscapes that attracts local, regional, and international visitors.

Since the 1850s, a greater appreciation of the scenic and recreational values within the Waverley area has seen a steady increase in both residential and commercial development over industrial land uses. An increase in development has brought with it extensive land degradation in the coastal zone from adverse impacts such as land clearing, destruction of native vegetation, introduction of exotic weed species, erosion and increased urban runoff.

Waverley Council

Meeting Our Statutory Requirements

In response to these pressures, Council continues to develop environmental strategies within our corporate planning documents, policies, and environmental planning instruments that will ensure that these impacts are minimised and the state of our environment is preserved for present and future generations.

Pressures on our Land

- Urban redevelopment
- Excessive land clearing
- Land degradation
- Contaminated sites
- Soil erosion
- Introduced species
- Visitation
- Beach erosion/ Shoreline recession
- Excessive excavation

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Per capita of Open Space (ha)	0.0017	0.0017	↔
Number of Development Applications approved by Council	1,020	768	↔
Residential Density (population per km ²)	7,333	6,745	↓



The Waverley area is a densely populated urban environment. Our proximity to the city makes us particularly vulnerable to the effects of air borne pollutants.

It is estimated that around 1.2 million tonnes of pollutants enter Sydney's air each year. Motor vehicles are responsible for 75% of these pollutants, with the remainder being attributed to industrial and domestic sources. Research has shown that due to Sydney's coastal location, coastal wind patterns transport air pollutants out to sea overnight and in the early morning. Afternoon sea breezes then transport these pollutants back onto land and concentrate it in the Sydney Basin.

Improving our local air quality has been a commitment of Council since the early 1990s when Council adopted the Waverley Local Air Quality Improvement Plan (LAIP). In 2002, Council adopted the Waverley Greenhouse Gas Reduction Strategy to set future direction for air quality management and pollution reduction in Waverley.

Since the early 1990s, Council has continued to implement innovative air quality improvement programs such as trialling Compressed Natural Gas (CNG) in heavy and light fleet vehicles, incorporating hybrid electric cars into our corporate fleet, developing a local action plan to reduce our greenhouse gas emissions, and placing a prohibition on the use of wood fire heaters throughout the LGA. Waverley has also been one of the few Councils in Australia to complete the five milestones of the Cities for Climate Protection (CCP) program aimed at reducing corporate and community greenhouse gas emissions and then progress onto the CCP Plus Program.

Waverley Council

Meeting Our Statutory Requirements

Pressures on our Air

- Motor vehicle emissions
- Commercial business operations
- Wood fire heaters
- Construction and demolition
- Pollution
- Global warming
- Bondi Sewage Treatment Plant
- Increasing cost of public transport

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Greenhouse gas emissions savings (tonnes of CO ₂) from Council activities	6,450	6,490	↓
Number of vehicle registrations in Waverley	32,129	34,409	↓
Number of resident trips made on public transport (patronage per average <i>weekday</i>)			
Bus	31,042	28,105	↓
Train	16,811	14,685	
Ferry	3,124	1,922	
Light Rail	ND	206	
Number of resident trips made on public transport (patronage per average <i>weekend</i>)			
Bus	17,157	11,775	↓
Train	4,713	4,199	
Ferry	1,826	ND	
Light Rail	ND	ND	



Creating a sustainable community which meets the lifestyle needs of all its existing and new members requires careful planning so that accessible community services and facilities continue to support Waverley's rich social fabric. To do this, Council must ensure that planning processes and strategies contribute to the maintenance and improvement of our social, natural and physical environments for everyone to enjoy.

Waverley Council is committed to delivering a high standard of strategic and social planning activities. Based on demographic profiles and needs analysis, we develop strategies and actions in response to priority issues and concerns. The details of Waverley's social planning process and action plan are integrated into the Waverley Strategic Plan. The plan is based on extensive consultations with a variety of residents, service providers and consumers of services in our local community.

Waverley Council

Meeting Our Statutory Requirements

Pressures on our Social Environment

- Increase in aging population
- Housing affordability
- Lack of recreational facilities for young people
- Affordability of childcare services
- Crime
- Community Safety

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Number of affordable housing units	46*	92*	↑
Number of community volunteers participating in sustainable activities and related activities:			
Community clean ups	400	150	↓
Bushcare programs	86	154	↑
Environmental Levy programs	4,778	10,978	↑
Environmental Courses	374	928	↑
Number of residents in precinct forums	1,318	ND	↔

* These figures are a total of both Affordable Housing and Social Housing (others are for Affordable Housing only)

HERITAGE

Heritage is defined as a place, object, custom or culture that has historic, scientific, cultural, social, archaeological, aesthetic, natural or Aboriginal significance. Heritage consists of those places and objects that we as a community have inherited from the past and wish to hand on to future generations.

The Waverley Heritage Study conducted in 1994 identified over 400 items of either natural, built, or Aboriginal significance with an additional seven heritage conservation areas. To ensure their conservation and protection, each of these items were scheduled within the Waverley Local Environmental Plan 1996. Waverley LGA also has 8 listings in the State Heritage Inventory under the *Heritage Act 1977*.

Waverley Council is committed to the protection and conservation of our Aboriginal heritage. In partnership with the NSW National Parks and Wildlife Service, Council is responsible for the protection, preservation and management of all Aboriginal relics throughout Waverley irrespective of land tenure. Waverley LGA has nine Aboriginal Heritage sites recorded on the Aboriginal Sites Register under the *NSW National Parks and Wildlife Act, 1994*. These include rock engravings, camps, caves and midden sites.

It is likely Waverley supports far more unknown or unlisted sites throughout the LGA

Waverley Council

Meeting Our Statutory Requirements

Pressures on our Heritage

- Recognised need to expand current heritage register
- Lack of enforceable maintenance provisions for listed sites
- Inappropriate infill development in heritage conservation areas
- Increased applications for on site parking provisions within listed heritage areas
- Insufficient expertise in dealing with listed items
- Unrealistic expectations of floor space ratio applied to listed buildings
- Cultural change in favour of replacement rather than maintenance of built fabric
- Lack of understanding and recognition of Native Title rights and interests
- Erosion or damage of sites from wind, water, sun and human activities
- Private construction techniques in Bondi's sandy soils are not congenial to sifting for Aboriginal artefacts
- Environmental performance and access legislation

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Heritage items listed in Waverley LEP	432	432	↔
Number of traits listed on the NPWS Aboriginal Sites Register	209	209	↔

NOISE

Noise pollution can be defined as unwanted or offensive sounds that unreasonably intrude into our daily activities. It has many sources, most of which are associated with urban development such as roads, air, transport, industrial noise, neighbourhood and recreational noise. The impact of noise in our community can reduce public amenity, and adversely affect health and communication.

Noise pollution can cause a major reduction in the quality of life. However, some unavoidable activities, such as demolition, construction and excavation, are inherently noisy and need to be well managed rather than prevented.

The Department of Environment and Climate Change (DECC), the NSW Police Service, and local councils all play a part in monitoring and regulating noise control.

The *Protection of the Environment Operation Act 1999* and the *Protection of the Environment Operations Noise Control Regulation 2000* are the principal legislations applied throughout New South Wales to address environmental noise issues. Actions implemented under this legislation include: *Noise Abatement Order*; *Noise Abatement Direction*; *Noise Control Notice*; *Prevention Notice*; *Proactive Response*; and *Regional Response*.

Pressures on our Environment from Noise

- Increasing population
- Barking dogs
- Traffic and transport
- House and car alarms
- Swimming pool pumps
- Mechanical ventilation systems
- Parties
- Public events
- Construction noise
- Garbage collection

Waverley Council

Meeting Our Statutory Requirements

Sustainability Indicator	2005/2006	2008/2009	Movement toward sustainability
Number of noise complaints	500	369	↑

KEY

↑ POSITIVE MOVEMENT TOWARDS SUSTAINABILITY

↓ NEGATIVE MOVEMENT TOWARDS SUSTAINABILITY

⇔ NO MOVEMENT TOWARDS SUSTAINABILITY RECORDED

d. Condition of Public Works

Our Strategic Asset Management Plans (SAMP1, completed in March 2006, and SAMP 2, completed in December 2007, provide a new and more sophisticated approach to assessing the cost of asset management and setting priorities for expenditure.

Assets in Waverley are now rated in the Strategic Asset Management Plans according to the following condition hierarchy:

- Condition 1: Good condition
- Condition 2: Minor deterioration
- Condition 3: Medium deterioration
- Condition 4: Major deterioration
- Condition 5: Unserviceable

In developing SAMP1, Council conducted a review of previously published figures for bringing our infrastructure and building assets to a satisfactory standard, and maintaining them at that standard thereafter. Assumptions made in defining a "satisfactory standard" for various asset classes were revised along with cost estimates to bring road, footpath, kerb & gutter and most building assets to the agreed standard. Council also adopted a preferred minimum for the proportion of total assets that it would be acceptable to have in poorer condition ratings at any one time. In effect, Council adopted a minimum standard requiring that there be no increase in the proportion of total assets in condition ratings 3, 4 and 5, compared to the proportion assessed as being in those condition ratings in March 2006.

The approach adopted in SAMP1 resulted in publication of significantly lower costs for the upgrading and subsequent maintenance of road pavements, kerb & guttering, and footpaths than the costs published in our Annual Reports and in Schedule 7 of our Annual Statements of Accounts in previous years. The published cost for bringing road, footpath, kerb & gutter and building assets to satisfactory standard dropped by approximately \$30 million compared to previous years' publications, due to a decision that assets in condition ratings 1 & 2 would be deemed to be satisfactory. Prior to 2005/2006, only assets in condition rating 1 had been deemed to be satisfactory.

The cost to bring drainage assets to a satisfactory standard was not revised in 2005/2006 due to a lack of information about the actual condition of the drains. Work to assess the condition of drains was undertaken as part of the requirements of SAMP1 and this work has been extended as a requirement of SAMP2. Results of this work will be published in SAMP3 in early 2010.

Waverley Council

Meeting Our Statutory Requirements

Condition ratings used for SAMP1 were based on initial condition assessments. To refine the initial condition assessments used in SAMP1, several more detailed condition assessments were undertaken for SAMP2 including:

- an asset condition survey of all Council buildings – completed in 2005/2006;
- a condition survey and establishment of a new Pavement Management System (PMS) for road pavements, kerb & guttering and footpaths – completed in 2006/2007;
- a detailed asset condition survey of the Bondi Pavilion – completed in 2006/2007; and
- a project to map and model the location, condition and capacity of Council’s stormwater drains – commenced in 2006/2007 and completed as far as the mapping and capacity modelling stage for SAMP2.

The results of these and other studies were factored into SAMP2 and revised estimates were then generated in late 2007 for the cost to meet the preferred minimum standard for the proportion of total assets that it would be acceptable to have in poorer condition ratings at any one time. Using this approach SAMP2 figures for roads, footpaths and kerbs & gutters, like those shown in SAMP1, remained generally lower than the figures published in our 2006/2007 Annual Report and Schedule 7 of our 2006/2007 Annual Statements of Accounts.

The 2006/07 Schedule 7 and Annual Report figures for roads, footpaths, kerbs & gutters, drains and buildings were based on fundamentally different standards, replacement methods and assumptions to those we are now to use going forward from 2007/08. The differences between the two approaches to estimating can be summarised as follows:

Method of Estimating Costs to Bring Infrastructure and Building Assets to a Satisfactory Standard	
As applied in the 2006/07 Schedule 7 and Annual Report	As applied in the 2007/08 Schedule 7 and Annual Report going forward
<ul style="list-style-type: none"> • Took the asset value (assessed on the basis of replacement cost), selected a design life for the asset (eg. 100 years) and used that as the basis for selecting a percentage of total asset \$ value per annum required to maintain assets <i>after</i> they have been brought to top standard. 	<ul style="list-style-type: none"> • Dispenses with asset value and depreciation as a means of determining program costs for maintaining assets in a satisfactory standard. Instead uses condition assessments to determine the cost of bridging the gap between current condition and the agreed standard.
<ul style="list-style-type: none"> • Assumed the aim was to keep all assets in top condition (ie. condition 1 or 2) at any one time. 	<ul style="list-style-type: none"> • Assumes the aim is to ensure the proportion of assets in conditions 3, 4 and 5 does not increase (see further detail on definition of “satisfactory standard” below).
<ul style="list-style-type: none"> • Assumed complete re-construction would be required to achieve the top condition. 	<ul style="list-style-type: none"> • Assumes complete reconstruction is required in only a small minority of cases.

SAMP2 effectively redefined “satisfactory standard”, accepting the concept that it would be satisfactory to have a smaller proportion of total assets in condition ratings 1 and 2 at various times, as long as certain other conditions about cyclic maintenance could be met. These conditions include:

- a reasonable level of cyclic maintenance will be given as a priority to the assets that are in the poorer condition ratings within the planning period,
- there will be a general intention to prevent growth in the proportion of assets in Condition 4 (Major Deterioration), and
- no asset will be allowed to slip into Condition 5 (Unserviceable) unless Council has decided to decommission the asset.

Waverley Council

Meeting Our Statutory Requirements

In general it is agreed that satisfactory and in fact very good service levels can be provided by our assets as a whole without having to have every asset in Condition Rating 1 all of the time.

A program of community consultation on these targets and on SAMP2 and Council's Long Term Financial Plan was undertaken in the 2008/2009 year. This has resulted in some changes to views about the preferred service levels and condition ratings for some categories of assets. The preferred service level for footpaths is to be raised as a result of community consultation and this result, along with other more specific details about preferred service levels for a wider range of assets has now been factored into Council's draft *Waverley Together 2 Strategic Plan*. Financial implications of the changes to preferred service levels will be summarised in the forthcoming Long Term Financial Plan 2 (LTFP2), due to be published alongside SAMP3 in early 2010. It is expected that there will be a funding shortfall commencing possibly in 2010/2011 but certainly in 2011/2012, at which time further funding sources will need to be identified to sustain the Asset Management Program at the levels suggested necessary in SAMP2. It is also likely that further funding sources will be required once SAMP3 is finalised. SAMP3 is nearing completion and refined cost estimates for footpaths, drainage system integrity, cemeteries, retaining infrastructure and other major assets such as parks, urban open spaces (including trees) and the beach and coastal domain.

For full details on the conditions surrounding this redefinition of "satisfactory standard", see SAMP2, Chapter 4, Section 4.2.1. SAMPs 1 & 2 are accessible on the Waverley Council website.

The following tables show the cost estimates derived under both methods – the Schedule 7 method and the SAMP method – to allow for comparisons. Asset Management Programs have been scoped in the 2008/2012 Management Plan and Budget to assist Council to meet the Preferred Minimum Asset Condition Targets adopted in SAMP2. These programmed expenditures have been maintained in the 2009/2013 budget.

Road Pavements

Basis of Schedule 7 Cost Estimation Method for Roads: From our PMS data, approximately 21.7% of the road pavements (221,540m²) within the Waverley area need rehabilitation and resealing works to bring them up to top standard (Condition 1 or 2). With a design life of 100 years, funding of approximately 1% of the asset value is required each year to maintain all the road pavements in Condition 1 or 2 after they have all been brought to top standard.

Basis of SAMP2 Cost Estimation Method for Roads: The estimate of the total funding per annum required to achieve the target of no growth in the proportion of road assets in the poorer condition ratings by the end of the planning period (20 years).

Roads 2006/2007 Annual Report & Schedule 7 Cost Estimation Method			Roads SAMP2 Cost Estimation Method 2008/2009 Annual Report and Schedule 7	
A. Cost to bring to satisfactory standard (current \$ value)	B. Cost to maintain standard (current \$ value)	Average Cost pa for A & B over next 10 years*	Estimate of cost to bring to a satisfactory standard**	Estimate of cost to maintain at satisfactory standard**
\$6,646,000	\$1,607,000	\$2,271,600	\$1,350,000	\$1,350,000

*Equals total current estimate of costs to bring assets to a satisfactory condition plus 10 years of projected annual necessary maintenance costs, all added then divided by 10.

**Equals the cost to meet the Preferred Minimum Asset Condition Targets adopted in SAMP2.

Waverley Council

Meeting Our Statutory Requirements

Footpaths

Basis of Schedule 7 Cost Estimation Method for Footpaths: Based on the PMS data, 27.8% of the footpath network (92,708m²) needs some form of reconstruction to improve pedestrian safety. Using a design life of approximately 20 years, funding of 5% of the asset value is needed each year to maintain the condition of our footpath assets in Condition 1 or 2 after they have all been brought to top standard.

Basis of SAMP2 Cost Estimation Method for Footpaths: The estimate of the total funding per annum required to achieve the target of no growth in the proportion of footpath assets in the poorer condition ratings by the end of the planning period (8 years).

Footpaths 2006/2007 Annual Report & Schedule 7 Cost Estimation Method			Footpaths SAMP2 Cost Estimation Method 2008/2009 Annual Report and Schedule 7	
A. Cost to bring to satisfactory standard (current \$ value)	B. Cost to maintain standard (current \$ value)	Average Cost pa for A & B over next 10 years*	Estimate of cost to bring to a satisfactory standard**	Estimate of cost to maintain at satisfactory standard**
\$9,434,000	\$1,123,000	\$2,066,400	\$1,475,000	\$1,475,000

*Equals total current estimate of costs to bring assets to a satisfactory condition plus 10 years of projected annual necessary maintenance costs, all added then divided by 10.

**Equals the cost to meet the Preferred Minimum Asset Condition Targets adopted in SAMP2.

Kerbs & Gutters

Basis of Schedule 7 Cost Estimation Method for Kerbs & Gutters: From the PMS data, 27.3% (71,752m) of the kerbs & gutters in the area needs some form of reconstruction. Based on the design life of kerbs & gutters, funding of 3 – 4% of the asset value is required each year to maintain the kerbs & gutters in Condition 1 or 2 after they have all been brought to top standard.

Basis of SAMP2 Cost Estimation Method for Kerbs & Gutters: The estimate of the total funding per annum required to achieve the target of no growth in the proportion of kerb & gutter assets in the poorer condition ratings by the end of the planning period (8 years).

Kerbs & Gutters 2006/2007 Annual Report & Schedule 7 Cost Estimation Method			Kerbs & Gutters SAMP2 Cost Estimation Method 2008/2009 Annual Report and Schedule 7	
A. Cost to bring to satisfactory standard (current \$ value)	B. Cost to maintain standard (current \$ value)	Average Cost pa for A & B over next 10 years*	Estimate of cost to bring to a satisfactory standard**	Estimate of cost to maintain at satisfactory standard**
\$8,945,000	\$787,000	\$1,681,500	\$730,000	\$730,000

*Equals total current estimate of costs to bring assets to a satisfactory condition plus 10 years of projected annual necessary maintenance costs, all added then divided by 10.

**Equals the cost to meet the Preferred Minimum Asset Condition Targets adopted in SAMP2.

Stormwater Drainage

With regard to stormwater drainage, not enough condition investigation work had been completed in SAMP2 to provide a basis for estimating the cost to bring stormwater assets to a satisfactory standard using the SAMP2 approach. As such, the estimates have been updated using the old valuation and depreciation method outlined above. These estimates will be replaced with new ones based on the condition assessments method when SAMP3 is published in 2010. The estimates are expected to be substantially lower than the cost estimated in the 2007/08 Annual Report and Schedule 7.

Waverley Council

Meeting Our Statutory Requirements

Basis of Schedule 7 Cost Estimation Method for Stormwater Assets: We have approximately 90km of drainage assets (15 kilometres more than was known prior to the Drainage Mapping and Modelling project). Based on a conservative estimate, 1.5% of the asset value is needed each year to maintain these assets.

Basis of SAMP2 allocations for Stormwater Asset Management: SAMP2 did not provide a comparable figure for the cost to meet the Preferred Minimum Asset Condition Target over the planning period. However, it did identify that a top-up to existing drainage maintenance funding is required to ensure appropriate levels of flood management, identification of structural issues via CCTV monitoring of drains, and increased capacity for stormwater harvesting. The estimate of total funding over 10 years to achieve this is \$490,000 per annum. SAMP3 will provide more detail on estimates of the cost to ensure the structural integrity of key drains throughout the LGA. As noted above, these estimates are likely to be substantially lower than the cost estimated in the 2007/08 Annual Report and Schedule 7.

Stormwater Assets 2007/08 Annual Report & Schedule 7 Cost Estimation Method			Stormwater Assets SAMP2 Cost Estimation Method 2007/08 Annual Report	
A. Cost to bring to satisfactory standard (current \$ value)	B. Cost to maintain standard (current \$ value)	Average Cost pa for A & B over next 10 years*	Estimate of cost to bring to a satisfactory standard**	Estimate of cost to maintain at satisfactory standard**
\$42,000,000	\$2,100,000	\$6,300,000	n/a	n/a

*Equals total current estimate of costs to bring assets to a satisfactory condition plus 10 years of projected annual necessary maintenance costs, all added then divided by 10.

**A comparative cost for Stormwater Assets using the SAMP2 method was not supplied in SAMP2. SAMP3 will provide the relevant cost comparison.

Buildings

With regard to buildings, SAMP2 estimated that an average of \$3,314,517 is required per annum for the next 10 years to ensure buildings meet "satisfactory standard" as defined in SAMP2. However, in the case of buildings Council deemed in SAMP2 that satisfactory standard can only be achieved if there is some improvement in the condition rating of some key buildings. As a result, the cost as expressed in SAMP2 to bring and keep buildings at a satisfactory standard is higher than the cost of just the maintenance. The cost of maintenance, excluding the enhancements, is therefore reported here and in Schedule 7 to the 2008/09 Statements of Accounts as lower than the figures quoted in SAMP2. It excludes the enhancements envisaged in SAMP2. Estimates to bring buildings to the standards foreshadowed as necessary in SAMP2 are currently being updated and will be published in SAMP3 and LTFP2 in early 2010.

Basis of Schedule 7 and SAMP2 Cost Estimation Method for Buildings: In the case of Buildings, the method for deriving cost estimates is basically the same, i.e., costs are derived from data supplied through asset condition surveys. SAMP2, however, provided a higher total cost estimate for buildings than the cost published in Schedule 7 due to the fact that the base budget for buildings in SAMP2 includes costs for substantial asset enhancement which are above and beyond the maintenance requirements reportable in Schedule 7.

In other words, the Preferred Minimum Standard for Buildings is not merely to prevent a decline in the proportion of assets in condition ratings 1 and 2 but to increase the proportion of assets in condition ratings 1 and 2. This is to reflect demand for enhanced service levels from some buildings. Additionally, one building in particular – the Waverley Pavilion – has been identified as requiring complete reconstruction with enhanced service delivery capacity. The proportion of buildings in condition ratings 1 and 2 has grown recently and is set to grow further in the next ten years, financed in large part by Council's Investment Strategy, adopted in September 2007.

Waverley Council

Meeting Our Statutory Requirements

Buildings 2008/09 Annual Report & Schedule 7 Cost Estimation Method (excluding enhancements deemed necessary to achieve a "Satisfactory Standard")			Buildings SAMP2 Cost Estimation Method (including enhancements deemed necessary to achieve a "Satisfactory Standard")	
A. Cost to bring to satisfactory standard (current \$ value)	B. Cost to maintain standard (current \$ value)	Average Cost pa for A & B over next 10 years*	Estimate of cost to bring to a satisfactory standard**	Estimate of cost to maintain at satisfactory standard**
\$4,210,000	\$1,145,000	\$1,566,000	\$3,314,517	\$3,314,517

*Equals total current estimate of costs to bring assets to a satisfactory condition plus 10 years of projected annual necessary maintenance costs, all added then divided by 10.

**Equals the estimated cost to meet the Preferred Minimum Asset Condition Targets adopted in SAMP2 and a margin to provide enhanced levels of service from some buildings.

Major projects undertaken during the year included the refurbishment of level 3 of the Council Chambers building including the installation of new AV equipment.

A successful replacement of the roof and other maintenance work on the Tamarama Lifeguard tower was also carried out.

Safety concerns with the awning at 65 Ebley Street were addressed and a number of upgrades were made to the fire safety equipment at selected sites.

Significant repairs were carried out to the retaining wall at the Grace Child Care Centre. Termites were detected at 'The Terraces' 28-30 Ebley Street and an upgrade of fixtures and fittings at this location was undertaken.

	Maintenance Program 2008/2009		Total
Urban Roads	Minor maintenance	\$254,635	
	Concrete Roads	\$13,632	
	Local Roads Re-sheeting	\$1,403,106	
Regional Roads	Regional Roads Re-sheeting	\$104,148	\$1,775,521
Kerb and Gutter	Minor Repairs	\$90,507	\$644,025
	Pram Ramps	\$29,030	
	Construction	\$524,488	
Footpath	Minor Repairs	\$516,903	\$1,448,854
	Construction	\$931,951	
Stormwater Drainage	Maintenance	\$160,694	\$490,862
	Pit Cleaning	\$238,322	
	Construction	\$91,846	
Buildings	Maintenance	\$1,821,243	\$1,821,243

Waverley Council

Meeting Our Statutory Requirements

e. Legal Proceedings

In the period July 2008 to June 2009 Council spent a total of \$954,934.00 on legal expenses. This included \$485,826.38 on planning matters, \$119,092.11 on technical consultants for Land and Environment Court matters and \$199,821.96 on compliance matters.

During the year 38 matters (including 5 compliance matters) were commenced in the Land & Environment Court with 26 matters being determined. Seven Land & Environment Court matters were discontinued. The result of the matters determined is set out below:

Land & Environment Court	
Appeals upheld in part	2
Appeals upheld with conditions	19
Appeals dismissed	5

More information on individual Land & Environment Court matters is included from this page 124 to page 128.

Local Court

Prosecutions were undertaken for offences involving parking offences, offences under the *Local Government Act, 1999*, *Environmental Planning and Assessment Act, 1979* and the *Companion Animals Act, 1998*.

Of the 580 parking infringement cases appealed to the courts, 266 fines were imposed, 67 were withdrawn (by the appellant), 219 resulted in the offence being proven but no conviction being recorded (Section 10), and 28 were dismissed in the appellant's favour. The number dismissed by the court in the appellant's favour represents 0.027% of total parking fines issued during the year.

Fines and costs ordered by the magistrate to be paid

Fines awarded in Council's favour: \$39, 691
Costs awarded against Council: Nil

Land and Environment Court

Class 1 Appeals to the Land and Environment Court 2008/2009

Property	Issue	Comment
106 Hewlett Street, Bronte	Class 1 – Refusal – Demolish existing carport at rear, alterations and additions to existing semi-attached dwelling including new double garage and first floor addition.	Appeal dismissed.
22 Campbell Street, Waverley	Class 1 - Order to demolish fence to the south western boundary.	Discontinued
12 Brown Street, Bronte	Class 1 – Deemed refusal – Demolition of existing dwelling and construction of new 2 storey dwelling with double hardstand garage and in ground pool.	Discontinued
11 Kent Street, Waverley	Class 1 – Refusal - Demolition of existing dwelling and construction of new 3 storey attached dual occupancy.	Appeal upheld with conditions

Waverley Council

Meeting Our Statutory Requirements

Class 1 Appeals to the Land and Environment Court 2008/2009

Property	Issue	Comment
8 Silva Street, Tamarama	Class 1 – Deemed refusal – Demolition of existing dwelling and construction of a new part 2/3/ storey dwelling.	Agreement
348 Birrell Street, Bondi	Class 1 – Deemed refusal - s96 – modify condition 2(a) from 1.6m fixed external louvers to 1.1m and delete 2(b) “zinc / colourbond cladding to first floor front wall (at southern Birrell St elevation) is to be deleted.	Discontinued
15 Kenneth Street, Tamarama	Class 1 – Deemed refusal – demolition of existing building and construction of a new five storey multi unit and draft Voluntary Planning Agreement.	Appeal upheld with conditions
40 Hall Street, Bondi Beach	Class 1 – Deemed refusal s96 – alterations and additions extra onsite parking, additional small balcony and vergola to western ground floor bedroom apartments, relocation of windows along Retail 1 tenancy – change of glazing form obscure to transparent.	Appeal upheld with conditions
30A Hastings Parade, Bondi Beach	Class 1 – Deemed Refusal – For demolition of existing building & the construction of a new part 3, part 4 storey mixed use development containing 1 small shop, 8 units, corner shop, residential units & associated parking	Appeal upheld with conditions
33 Isabella Street, Queens Park	Class 1 – (deferred) refusal - demolition of existing dwelling and construction of new two – three storey dwelling with integrated garage.	Discontinued
Mill Hill Hotel 59 Oxford Street, Bondi Junction	Class 1 – Refusal –Application for change of use of the existing dining area for the purpose of an outdoor smoker’s area.	Appeal upheld with conditions
Mill Hill Hotel 59 Oxford Street, Bondi Junction	Class 1 –s96 Refusal – Extension of Sunday trading hours from 10.00am - 10.00pm to 10.00am - midnight. Class 1 – s96 Refusal – Extension of Sunday trading hours to 3.00am Mon – Sat.	Both appeals dismissed

Waverley Council

Meeting Our Statutory Requirements

Class 1 Appeals to the Land and Environment Court 2008/2009

Property	Issue	Comment
Robin Hood Hotel 203-209 Bronte Road, Waverley	Class 1 – Deemed Refusal – (Lee –refusal) Alterations and additions including the conversion of a drying area to an outdoor deck at first floor level, alterations to the ground floor façade and internal renovation.	Appeal upheld in part with conditions
314 Bronte Road, Waverley	Class 1 – s96 – refusal – Modification to alter position of ground level glass block windows along northern elevation.	Appeal upheld with conditions
53 Glasgow Avenue, Bondi Beach	Class 1 - s121 ZK Order – remove the roof top ducting associated with the mechanical ventilation exhaust system.	Discontinued
53 Glasgow Avenue, Bondi Beach	Class 1 - s82A refusal - retrospective approval for alterations including refrigeration motors and enclosure, shop fitout, signage and change to hours of operation.	Appeal upheld in part
28 Dudley Street, Bondi	Class 1 – s96 -refusal – Delete condition 2(a) of consent to allow for demolition of the existing veranda to provide for a hardstand car space.	Appeal upheld with conditions
26 Kenneth Street, Tamarama	Class 1 – Deemed Refusal – demolition of semi detached dwelling and construction of new part 2 part 3 storey and 2 car basement garage.	Appeal upheld with conditions
28 Kenneth Street, Tamarama	Class 1 – Deemed Refusal – demolition of semi detached dwelling and construction of new part 2 part 3 storey and 2 car basement garage.	Appeal upheld with conditions
268 – 270 Bronte Road, Waverley	Class 1 – Deemed Refusal (deferred) Demolition of existing storage area and construction of 2 storey addition at the rear to include 2 apartments and 4 ground floor parking spaces.	Appeal upheld with conditions

Waverley Council

Meeting Our Statutory Requirements

Class 1 Appeals to the Land and Environment Court 2008/2009

Property	Issue	Comment
99 Hall Street, Bondi Beach	Class 1 – Deemed Refusal – Change of use from whitegoods shop to a delicatessen, grocery store and café.	Discontinued
33 – 35 Anglesea Street, Bondi	Class 1 – s96 –Refusal – modification to reduce roof height with deletion of Conditions 3 (c): plant to the roof is not to exceed RL 95.5 & is to be screened to integrate with the roof.	Appeal upheld with conditions
57 – 59 Curlewis Street, Bondi	Class 1 – s96 – Deemed refusal – delete conditions 55 & 56 re amplified music.	Appeal upheld with conditions
7 – 15 Newland Street, Bondi Junction	Equity -Technology and Construction Division: Damages for negligence and breach of statutory duty.	
6 Gowrie Avenue, Bondi Junction	Class 1 –s96 – Refused - Modifications to allow planters and timber on the roof at the rear (retrospective approval sought).	Appeal dismissed
18 Jensen Avenue, Vaucluse	Class 1 – Construction of hardstand car space to front of building.	Appeal upheld with conditions
23 Narelle Street, North Bondi	Class 1 - Appeal against Order s121B – construct boundary fence, retaining wall and pool filtration equipment not fitted with ventilated sound proof enclosure.	Appeal upheld with conditions
1 View Street, Queens Park	Class 1 - Demolition of existing dwelling and construction of new 2 storey dwelling with double garage and pool.	Appeal upheld with conditions
10 Glen Street, Bondi	Class 1 – Appeal against s 121H Order – to remove spa and section of timber deck.	Appeal declared a nullity and stood out of list.
Shop 7 / 19 – 23 O'Brien Street, Bondi Beach	Class 1 – Internal fitout and change of use to a liquor shop.	Discontinued.
42 – 48 Waverley Street, Bondi Junction	Class 1 – Deemed refusal – demolition of existing building and construction of nine storey residential flat building containing 44 units and basement parking.	

Waverley Council

Meeting Our Statutory Requirements

Class 1 Appeals to the Land and Environment Court 2008/2009

Property	Issue	Comment
58 Denham Street, Bondi Beach	Class 1 – Deletion of conditions 2(a), (b) (c) and (d). – Alterations and additions to rear of semi detached dwelling including additional storey and new pool.	
10 Sandridge Street, Bondi	Class 1 – Refusal – Roof top garden terrace area and pergola to existing building.	Appeal dismissed
30A Hastings Parade, Bondi Beach	Class 1 – Deemed Refusal – Alterations and additions to approved residential flat building for 2 additional car spaces.	Appeal upheld with conditions
15 Hall Street, Bondi Beach	Application to modify Commissioner Hussey's Condition 2B: The hours of operation shall be from 12 midnight to 1.00am 7 days a week for a trial period of 12 months commencing from 4/6/08 – <i>be extended</i> .	Appeal upheld with conditions
2 Brighton Boulevard. North Bondi	Class 1 – s96 - Deemed refusal – Modifications to adjust conditions of consent- to remove 1 year trial period (for 7am- 7pm trading hours), to allow the service of beverages, to allow seating for 8 patrons and locate bins on the outside of the building.	Appeal upheld with conditions
13 St Thomas Street, Bronte	Class 1 – Refusal – increase the extent of excavation over two levels.	Appeal upheld with conditions
10 Glen Street, Bondi	Class 1 – Order s121B – remove the spa installed in the rear yard and remove timber deck in rear yard so as to comply with Condition 35 of DA 73/2003.	

There were no Class 5 appeals to the Land and Environment Court in 2008/2009.

Waverley Council

Meeting Our Statutory Requirements

f. Mayoral and Councillor Fees and Facilities

Council's policy on the provision of facilities for use by Councillors and the payment of Councillors expenses was revised in August 2008 and commenced on 18 November 2008.

Council provides on a reimbursement basis up to \$50 per month for mobile phone use or PDA use; expenses for travel, accommodation and meals for approved conferences and seminars; and child care and travel costs for official meetings. Council will also pay registration costs for approved conferences and seminars.

Councillors also receive the benefit of the following:

- Use of official stationery and access to Council's photocopiers and fax machines to discharge their Council functions;
- Word processing of official correspondence, subject to the prior approval of the General Manager;
- Postage of official correspondence;
- Meals on evenings of Council and Committee meetings;
- Access to a shared workstation with phone and a printer at the council chambers;
- Use of a four drawer filing cabinet at home;
- A personal computer with appropriate software and a separate phone line for the computer.

In addition to the facilities provided to Councillors, the Mayor is entitled to receive the benefit of:

- Use of a Council vehicle;
- Secretarial and administrative assistance relating to the discharge of his/her civic functions;
- A mobile phone.

In 2008/2009, Mayoral and Councillor fees and expenses were:

Mayoral Fees	\$ 33,010.00
Councillor Fees (including Deputy Mayor)	\$180,264.00
Councillor's Expenses and Facilities costs	\$131,408.08

Councillor's Expenses and Facilities costs included:

<i>(i) Office Equipment</i>	Rental	111.82
	Minor Equipment	26,876.24
	Landline/Internet Access	8,273.83
	Computer Leasing	6,492.71
	Maintenance	18,039.54
		<u>59,794.14</u>
<i>(ii) Telephone Calls</i>	Mobile	1,892.25
	Landline	8,222.01
		<u>10,114.26</u>
<i>(iii) Conferences and Seminars</i>		22,845.43
<i>(iv) Training Expenses</i>		11,554.16
<i>(v) Interstate Visits</i>		
<i>(vi) Spouse Expenses</i>		
<i>(vii) Child Care</i>		1,327.50

Waverley Council

Meeting Our Statutory Requirements

g. Employment of Senior Staff

Council has six senior staff as identified under the Local Government Act. The total amount of money payable for senior staff in 2008/2009 was:

Salary	\$934,469.40
Superannuation	\$74,546.88
Fringe Benefits	\$26,279.05
Fringe Benefits Tax	\$25,230.00

The remuneration package for senior staff in 2008/2009 was:

General Manager	\$253,662.44
Director – Corporate & Technical Services	\$234,142.31
Director – Recreation, Customer & Community Services	\$192,863.20
Director – Planning & Environmental Services	\$183,890.95
Director – Public Works & Services	\$194,986.37

Note the above remuneration packages contain the following:

- Total value of the salary component of the package.
- Total amount payable by Council by way of employer's contribution or salary sacrifice to any superannuation scheme to which the member may be a contributor.
- Total value of any non-cash benefits (*note* personal non cash benefits for motor vehicles are valued for this purpose by a formula used for calculating fringe benefits tax).
- Total amount payable by the Council by way of fringe benefits tax for any non-cash benefits including items such as car parking.

h. Major Contracts Awarded by Council

Council awarded six contracts in excess of \$150,000 and six contracts in excess of \$100,000 during 2008/2009.

Description of Goods and/or Services	Name of Contractor	Estimated Value of Contract where known
Purchase of Eight (8) Garbage Compactors	Binskie Pty Ltd (Compactor Body) Iveco Pty Ltd (Cab Chassis)	\$2,478,000.00 (Lump Sum)
Coastal Walkway – Bronte to Clovelly	Civil Construction Pty Ltd	\$2,100,000.00 (Lump Sum)
Footpath & Street Scape Construction – Bondi Rd to Avoca Street	Transfield Group	\$500,000.00 (Lump Sum)
Retaining Wall at Marks Park	Civil Constructions Pty Ltd	\$450,000.00 (Lump Sum)
Rectify Wall as part of the Coastal Walk Project	Civil Construction Pty Ltd	\$400,000.00 (Lump Sum)
Security Services at Multiple Sites – 3 Year Contract	ECS International Security	\$280,000.00 (est per annum)
Bondi Junction - Spring Street Footpath	Sydney Civil	\$143,000.00 (Lump Sum)
Green Waste Disposal Contract	WSN Environmental Solutions	\$120,000.00 (est per annum)

Waverley Council

Meeting Our Statutory Requirements

Description of Goods and/or Services	Name of Contractor	Estimated Value of Contract where known
Maintenance of Sporting Fields – 3 year Contract	Green Options	\$120,000.00 (est per annum)
Ramsgate Ave – Ben Buckler – Traffic & Parking	Sydney Civil	\$118,000.00 (Lump Sum)
Supply Audio/AV Equipment	Envision Audio Visual	\$100,500.00 (Lump Sum)
Mosaic Repair & Restoration of Street Furniture – Bondi Beach	RMT Restorations	\$100,000.00 (Lump Sum)

i. Bush Fire Reduction Activities

The Waverley Council area is one of the most densely populated and urbanised in Australia and has few, if any, areas likely to be the subject of bush fire activity. With the exception of localised hazard reduction in the few pockets of remnant bushland, no bush fire reduction activities were carried out in the Waverley area during the year.

j. Multicultural Services (also see page 30)

Multicultural Policy

Consultation, Planning and Evaluation

In the last ABS Census in 2006, 35% of Waverley's population of 61,000 indicated they were born overseas, while 18% were born in a country where English is not the first language. Russian was the language most commonly spoken other than English (2%). Non-English speakers were over-represented in the 65+ age category. More than half the speakers of Hungarian, Polish, Italian and Greek, and a third of Russian and Ukrainian speakers were over 65.

Council commenced an update of its Multicultural Policy this year. The Policy began as a Local Ethnic Affairs Policy Statement (LEAPS) in 1990, and has been amended on successive occasions over the years. The 2009 Policy reflects changes in legislation, policy, needs and interests in the Waverley area, and will support the integrated community planning framework adopted by Council in 2005. It will also provide a new foundation for consulting with the community through Council's Multicultural Advisory Committee, which did not meet this year.

Refugees have played an important part in Waverley's development over the last 60 years. To mark Refugee Week this year and to inform planning of future activities, Council undertook research of the characteristics and needs of people currently seeking refuge in Sydney. This will be published on Council's website and will be used to inform future planning for Refugee Week activities.

Programs and Service Delivery

- **Waverley Library**

The Waverley Library holds a number of community language collections planned on the basis of community need, and reviewed annually against demographic and other information. The Library is represented on the working group for Multicultural Library Services NSW, which meets quarterly. The Library's Russian language collection is second only to that of the State Library. Other language collections are: Chinese, Polish, French, Hungarian, Italian and Spanish.

Waverley Council

Meeting Our Statutory Requirements

- **Child care**

More than a third of families in Waverley's two child care centres at Bondi Junction are from Culturally and Linguistically Diverse (CALD) backgrounds. Programs promoting inclusion and celebrating cultural diversity were provided throughout the year in all three child care centres and family day care. Activities included: learning French, Croatian & Chinese songs; saying greetings in different languages during roll call each morning, celebrating various significant cultural and religious days through art, craft literacy and music; using Bi-Cultural Support Workers for children needing language assistance at play sessions; using culturally diverse toys and resources; and providing foods from various cultures.

- **Seniors**

The Waverley Community and Seniors Centre continued to provide programs in Languages Other Than English (LOTE) throughout the year: Activities included: a weekly exercise class conducted in Greek- attracting 16-25 participants, and a monthly social bus outing for frail older members of the Greek community. Monthly meetings for the Russian veterans group are held at the Waverley Seniors Centre with 50-60 regular participants, and the Italian social group involves 30-40 people in weekly lunches. The Centre also runs a series of culturally diverse educational and physical activities including Spanish, French & German language classes run by the University of the 3rd Age and German beginners courses. There are also weekly Sahaja/Hatha & Lyengar Yoga/meditation classes. These courses are very popular amongst a diverse range of people.

Community Facilities

Waverley Council's community facilities include a theatrette at the Library; meeting rooms and a hall at the Mill Hill Centre; a theatre, pottery gallery, music studios and multi use spaces at the Bondi Pavilion; and parks and sporting fields. Broad cross sections of the community use the facilities including:

Mill Hill: Suave Latin Productions dance classes, Russian English Classes, Russian Social Support Group, Russian War Veterans Group, Cancer Council Italian Support Group, and Jewish Care.

Bondi Pavilion: Holds regular classes in African drumming, Argentinean Tango, Brazilian Capoeira, Japanese Aikido, West African Dance, Israeli Krav Maga, and Latin American Dance. The Bondi Pavilion Gallery provided exhibition space for 26 exhibitions this year with more than 50% representation from culturally diverse artists. One of these artists was Nabil Habib, an Iraqi refugee who exhibited and shared his artwork, culture, and experiences as part of Refugee Week. The Pavilion Gallery worked in partnership with the Indonesian Consulate General to run the Indonesian Arts Festival. The Bondi Pavilion theatre regularly hosts productions by small community companies including Czechoslovakian, Russian and Irish theatre groups.

Parks and Sporting Fields: Jewish associations and groups regularly use council parks for various sporting, social and religious occasions. Maccabi, the Jewish association of sporting club runs netball, soccer and rugby. Mizrahi Synagogue, Yeshiva College and Kesser Torah College use the facilities for religious and social events and gatherings. The Multicultural Bocce Association plays in Waverley Park twice weekly. Gaelic football/hurling teams (Clan na Gael, Central Coast Gaelic Athletic Club, Cormac McAnallen, Craobh Phadraig) train in 2 parks weekly during winter.

The Sydney Eruv

Council maintains various sections of the Sydney Eruv which are situated in the Waverley LGA, including the railings and flag posts along Bondi Beach Promenade. This virtual fence, symbolises the community, and defines the area within which orthodox Jewish people are able to undertake various outdoor activities on the day of the Sabbath (Saturday). Without the Eruv orthodox Jewish people would be restricted to staying inside their homes on the Sabbath.

Waverley Council

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Cultural Events

- **Citizenship Ceremonies**

Council conducts monthly Citizenship Ceremonies, welcoming an average of 50 new citizens a month. New citizens come from a range of countries including the UK, South Africa, Sweden, Germany, Italy, Ireland, Korea, Japan, India, Malaysia, and China. Local members of Parliament, Councillors and community groups join the Mayor in a ceremony to welcome the new citizens, and their families and friends.

- **Russian Victory Day**

In late August 2008 a commemorative plaque was placed by Council on the eastern elevation of the War Memorial located in Waverley Park. This plaque commemorates the victory of the forces of the former Soviet Union at Berlin on 9 May 1945. On 9 May 2009 a memorial service was held and attended by a wide cross-section of the Russian community, including the Consul-General of the Russian Federation, and representatives from the NSW Association of the World War II Veterans from the Soviet Union, Horizon Newspaper, the Russian Ethnic Community Council of NSW, members of Parliament, and Councillors. This will be an annual event, with the 65th anniversary falling in 2010.

Community Festivals

- **South American Festival:** This popular annual festival showcases and celebrates Latin American culture, food, music and art. Over 200 artists perform on the day attracting an audience of 1,500 people.
- **Festival of the Winds:** The 30th Anniversary of the festival of kites featured the work of renowned Indian kite maker Asghar Belim, and included kite flying, competitions, workshops, multicultural food stalls, wandering performers, activities for children and a program of music and dance from around the world.
- **Ocean Care Day:** This vibrant festival celebrates Ocean Care Day and its relationship to Pacific Island culture through traditional & contemporary music, dance, performance, arts, crafts, cultural displays, children's workshops & food stalls from a variety of Pacific nations including Australian Indigenous groups, Cook Islands, Samoa, Tonga, Niue, East Timor, New Zealand, and Papua New Guinea.
- **Global Table Multicultural Street Festival:** In its 5th year, this year the Global Table held in Oxford Street Mall, Bondi Junction, celebrated youth with performances including Indi Rock and Hip Hop, as well as food, dance and performance representing cultures from across the globe.

Communicating with our multicultural community

- **Media:** At regular intervals during the year, the Mayor's column was translated and placed in the Horizon (Russian) Community Newspaper. Media releases and story ideas were also shared with Russian and Jewish papers. Key points from Waverley's community newsletter, *Waverley in Focus*, were translated into: Hungarian, Chinese, Spanish, Greek and Russian. The Spanish and Portuguese press also ran reviews and articles about the Bondi Pavilion's annual South American Festival.
- **Translating & Interpreting:** Council maintains a pool of accredited language aides, who receive the weekly CLAS allowance when they provide a service. Recruitment and accreditation of language aides is conducted annually. The pool currently consists of (9) language aides, available to provide communication assistance in the following 9 languages: Arabic, Cantonese, Greek, Japanese, Mandarin, Polish, Portuguese, Russian and Spanish. In 2008/09, language aides provided in the order of 138 services.

The Translating & Interpreting Service (TIS) was used 31 times in this period for the languages Spanish, Hungarian, Russian, Arabic, Cantonese, Mandarin, Greek, Ukrainian and Italian. The standard message on how to contact council with the help of TIS continues to be used regularly on council materials.

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- **Responding:** When it identified a pattern of need, Council's Compliance Division developed a brochure in English and Mandarin to inform local shop owners about standard food storage rules. The brochure was distributed to all Chinese food shops in the LGA. Translating this type of information is essential to engaging and informing Waverley's diverse business owner population on important issues.

Staff and Training

At the end of June 2009, 11.9% of Council workforce of 729 people identified themselves as being of CALD background.

This year Council developed a one day training program, called *Working with Difference*, incorporating cultural awareness training for all new front line staff. The program was developed in response to staff feedback, and in consultation with training specialists, and specialist staff. At the end of June 2009, 21 staff members had completed this course.

Council employs a permanent Community Worker-Multicultural 3 days per week. Throughout the year, this worker represents council on the Inner Eastern Sydney Migrant Interagency (IESMI), and various other relevant committees.

Aboriginal and Torres Strait Islander Access and Equity Policy

Consultation and Planning

With a grant from the NSW Department of Planning's Heritage Office, Council commissioned Dominic Steele Consulting Archaeology to prepare a Heritage Study for the LGA. In June, Council resolved to incorporate the Aboriginal Heritage Items and Aboriginal Conservation Areas identified in the study into the Waverley Local Environmental Plan 2010. Council also resolved that the Waverley Development Control Plan be amended to include guidelines for the on-going management and conservation of Waverley's Aboriginal Cultural Heritage.

Council embarked upon the development of a Reconciliation Action Plan this year and about 30 people contributed a wide range of ideas at a BBQ breakfast consultation held in February. Council continued to host the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum.

Cultural Events

- **Reconciliation Week**

The Eastern Region Local Government Aboriginal and Torres Strait Islander Forum organised a successful celebration of Reconciliation Week with 18 schools participating in the primary schools art competition, with the theme, *Reconciliation – living and working, learning and playing together*. About 120 people attended the Pauline McLeod Awards Ceremony hosted by the City of Botany Bay.

Those recognised at the Ceremony for their contributions to Reconciliation were: Grant Maling for personal achievement, St Catherine's School for its contribution to improving Indigenous education opportunities, Shane Philips for leadership and his contribution to understanding through the Tribal Warrior Association, and the Boomalli Aboriginal Arts Cooperative celebrating 20 years of support for urban Indigenous artists.

The Bondi Pavilion partnered with The Sydney Aboriginal Oceanic Art Fair to highlight Reconciliation Week with an exhibition of historic and modern artworks. The Waverley Community Living Program organised for Vic Simms, a local Aboriginal Elder to educate their clients about Aboriginal history and culture as part of Reconciliation Week. The day was very inspiring and informative for both staff and clients.

Waverley Council

Meeting Our Statutory Requirements

- **NAIDOC Week**

The Bondi Pavilion incorporated workshops with Indigenous artists in its school holiday program to celebrate NAIDOC week. The Bondi Junction Office arranged performances including storytelling, face painting and bush tucker demonstrations in Oxford Street Mall during NAIDOC week, and selected entries from the Reconciliation Week Primary Schools Art Competition hung in Waverley Library. Council began its Sesquicentenary celebrations in Charing Cross in June with an Indigenous performance.

Staff and Training

At the end of June 2009, 1.5% of Council workforce of 729 people identified themselves as being of Aboriginal and Torres Strait Islander background. Council's new *Working with Difference* Training Program included education about local Aboriginal heritage, and working with Aboriginal people.

k. Works Carried Out on Private Land

Council undertook the following work on private land during the year.

- Clearing sewer chokes as a result of Council owned trees – no data available for 2008/2009.
- Removing graffiti from fences, gates, garage doors and walls – no data available for 2008/2009. However, 353 requests for graffiti removal from private property were received.

I. Contributions and Donations

Organisation	Contribution
Alexandria Park Community School	1,424.00
Bondi Beach Cottage	6,650.00
Bondi Beach Public School	50.00
Bondi Community Street Project	40,538.00
Bondi Junction Rotary Club	500.00
Bondi Out of School Hours Care Service	2,153.00
Bondi Public School	4,050.00
Bondi Surf Lifesaving Club	15,000.00
Bondi Toy Library	14,903.00
Bondi Writers Group	1,100.00
Bridge for Asylum Seekers Foundation	3,000.00
Bronte Public School	50.00
Bronte Surf Lifesaving Club	15,000.00
Caretakers Cottage Inc	1,306.00
Clovelly Out of School Hours Care Service	2,153.00
Clovelly Public School	3,050.00
Eastern Area Tenants Service	13,900.00
Eastern Zone Playgroups	750.00
ECHO Bondi Junction Neighbourhood Centre	19,592.00
Francis Street Playgroup	772.00
Galilee Catholic School	50.00
Gyuto House Australia	1,307.00
I.D.E.A.S	3,000.00
Individual Community Members	200.00
Jewish House	2,849.00
Junction House	32,452.00
Kesser Torah College	50.00
Lions Club of Bondi	500.00

Waverley Council

Meeting Our Statutory Requirements

Organisation	Contribution
Marine Discovery Centre	13,000.00
Mindfields	300.00
Montessori East School	4,050.00
Moriah College	3,499.00
Moriah Primary School	50.00
National Council of Jewish Women of Australia – NSW Division	1,500.00
Nelune Foundation	850.00
Norman Andrews House	18,072.00
North Bondi Playgroup	3,000.00
North Bondi Surf Lifesaving Club	15,000.00
Planet Ark Foundation	500.00
Randwick City Council	1,500.00
Randwick / Waverley Community Transport	15,000.00
Red Cross Victorian Bushfire Appeal	10,000.00
Reddam House	50.00
Rose Bay Secondary College	2,050.00
Sculpture by the Schools	5,000.00
Sculpture by the Sea	9,420.00
Soroptimist International – Randwick & Eastern Suburbs Inc	1,400.00
Special Olympics	2,876.00
St Catherine's School	50.00
St Charles' Primary School	50.00
St Clare's College	50.00
St Therese Community Pre-School Inc	3,000.00
Tamarama Surf Lifesaving Club	30,500.00
The Actors Forum	1,100.00
The Lighthouse Community Inc	9,000.00
Vision Australia	1,000.00
Wairoa Public School	50.00
Waverley Action for Youth Services (WAYS)	70,846.00
Waverley Art Prize – Individual recipients	7,000.00
Waverley Bondi Beach Band Inc.	4,000.00
Waverley College	50.00
Waverley College Junior School	50.00
Waverley Photographic Competition 2008 – Individual recipients	1,050.00
Waverley Public School	3,550.00
Waverley Randwick Philharmonic Society	3,500.00
Waverley War Memorial Hospital	3,000.00
Waverley Woollahra Arts Centre	8,318.00
Waverley Youth Art Award 2009 – Individual recipients	2,600.00
Total	\$442,230.00

m. Human Resource Activities undertaken by Council during 2007/2008

Risk Management

Operational Risk Management Initiatives

Key initiatives for managing risk included:

- Completion of cash handling audits across Council areas
- Revision of Council's Self Insurance business case and decision to postpone until 2012 to allow for the further development of Council's OHS Management System.

Occupational Health & Safety Activities

The following initiatives contributed towards the delivery of the OHS Strategic Plan:

- Safety review of Parking Services.
- Revision of Council First Aiders and provision of first aid training
- Review and Drafting of Safe Work Method Statements for Parking Services activities.
- Completion of OHS Review into all Council OHS practices and policies including resourcing analysis of OHS team.
- Completion of OHS Engagement Survey.
- Drafting of revised OHS Management System for Council.
- Recruitment of two new OHS Partners.

Human Resource Strategic Plan Activities:

- Reviews of payroll and recruitment commenced – Council has determined the payroll and human resources management system it wishes to purchase. The implementation of the new system will commence in the coming months and be completed by June 2010.
- Performance Management training developed and delivered – A performance management course was designed and commenced roll out in 2006. The target audience for this course was all individuals who manage and supervise staff. Initially the course was scheduled to run twice per year for the years 2007/2008, and once per year thereafter to pick up new starters to the organisation. Eighty nine participants attended training and returned an average satisfaction rating of above 80%.
- One graduate appointed under the Local Government Graduate Recruitment Program – Graduate Landscape Architect appointed June 2009.
- Exit interview program reviewed and re-established – New guidelines introduced and implemented. Exit interviews are now being conducted online and a trend analysis is being recorded.
- Review of Skills and Performance Assessment process – Review of Skills and Performance Assessment process partially completed as part of the Workforce Plan.
- Delivery of Work Plan training – In 2006 it was identified that workplans were not being utilized to a sufficient level across the organisation. A strategy and measures were adopted to drive work planning into all areas of the organisation. Training was rolled out in alignment with the organisation's planning cycle in the years 2006/2007. In 2008 a random audit was undertaken of workplans across the whole of the organisation. The findings were as follows:
 - 76% of workplans had been developed
 - 68% have workable measures and targets
 - 61% had evidence of ongoing communication
 - 85% had total action featured in the workplans

Training was provided to those areas where shortfalls were identified. Workplans are now a part of Council's Skills and Performance Assessment (SAPA) documentation.

- Monitoring of industrial relations issues and necessary adjustments being made to Council processes.
- Implementation of the Organisational Development Strategy – Of the eighty targets, sixty two have been completed, eight are on-going or recurring as planned, and ten have stalled and need to be reviewed when re-developing into a new organisational development plan. Some examples of recent activities completed in the organisation development plan are: 'having your say' feature for the community to utilise on Council's website. The knowledge management plan is now complete and will be reviewed in terms of when it should be implemented. Having someone to manage the plan is the major challenge. Council's new website is progressing well and due to come on-line shortly. Our internal survey program is now being managed by the HR partner group. A review of the status of the survey program is due to go to Council's Executive team.

Waverley Council

Meeting Our Statutory Requirements

Organisational Development:

The Learning and Development Schedule for 2008/2009 looked at improving on our current suite of courses and providing efficiencies in terms of delivery, content and timeliness. Our focus was the delivery of mandatory training for new and existing staff as well as the introduction of professional development programs and technology training inline with organisational needs.

New initiatives introduced in 2008/2009;

- Recognition of Prior Learning (RPL) process for new starters to Council.
- Revised Corporate Induction program for new starters; all mandatory courses consolidated into a 2 consecutive day course.
- Working with Difference Program; combined 4 training sessions – Cross Cultural Awareness, Mental Health Awareness, Disability Awareness and Homeless Persons Protocol into a 1 day course.

New programs introduced in 2008/2009;

- New model Code of Conduct
- TRIM Level 2
- Finance One
- Introduction to Response Keypads
- Teamboard
- Privacy
- Advanced Communication
- Chairing an Effective Meeting
- Building & Maintaining High Performing Teams
- Accounting for Non-Accountants
- Time Management
- Business Writing
- Introduction to Mediation & Conflict Resolution

Category	Topic
Compliance	Code of Meeting Practice
	Privacy
Desktop Training	Access
	Adobe Indesign
	Excel Introduction
	Excel Intermediate
	Excel Advanced
	Financeone
	Lotus Notes
	Powerpoint Introduction
	Powerpoint Intermediate
	Word Intermediate
	Word Advanced
	TRIM
	TRIM Level 2
Induction	Lifeguard Induction
	Parks Summer Crew Induction
	Waverley Council Corporate Induction
Management Development	Building & Maintaining High Performing Teams
	Franklin Covey Leadership
	Performance Management
	Recruitment & Selection
	Introduction to Mediation & Conflict Resolution

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Category	Topic
	Project Management
Mandatory	EEO/H&B – Equal Employment Opportunity and Harassment & Bullying Prevention
	Ethics for all staff
	Customer Service for all new starters
	Drug and Alcohol Awareness for Indoor Staff
	Drug and Alcohol Awareness for Outdoor Staff
	Sun Protection for all Outdoor Staff
	Working with Difference
OH&S	OHS Induction (Corporate Induction component)
	Senior First Aid Training
	Safe Crane Operations
	Traffic Controller Stop/Slow (Blue Card)
	Select/Modify Traffic Control Plans (Red Card)
	OHS Induction for Construction Workers (Green Card)
	Chainsaw Operations
Professional Development	Advanced Communication
	Accounting for Non-Accountants
	Business Writing
	Chairing an Effective Meeting
	Introduction to Response Keepads
	Teamboard
	Time Management
	Wyatt Facilitator

EEO Activities Undertaken During 2007/2008

Waverley Council has had a series of EEO Management Plans since they were first required by the Local Government Act in 1993. The EEO Management Plan (2006 – 2010) was adopted by Council's Executive Team in April 2006.

Components of the EEO Management Plan 2006-2010:

a) **Enhancing Understanding of EEO & Discrimination Issues:**

In 2008/2009 the following actions were undertaken to ensure that managers/supervisors and staff understand what implementation of EEO means in a day to day context:

Strategy	Progress
To ensure that all new staff attend EEO Awareness Training.	All new staff were enrolled in mandatory EEO training when the next available course is run.
To provide up to date information about EEO as well as training opportunities in Pipeline – Council's monthly newsletter.	Pipeline has articles that appear in every issue, such as, from the GM's desk, agenda items from monthly Consultative Committee and OH&S meetings, and training updates.
To provide Council Induction Programs on a regular basis for all new staff, providing information on employment conditions, and other important issues.	Council Inductions covering EEO issues were conducted in August, October & November 2008, as well as February & May 2009. Summer Crew Induction also held in October 2008.
To conduct training & development programs which incorporate EEO issues, where appropriate.	EEO/Harassment & Bullying training conducted in July, October, November & December 2008, as well as March & April 2009.

Waverley Council

Meeting Our Statutory Requirements

b) Supporting the Implementation of EEO in the Workplace

To support EEO implementation the following initiatives were implemented / reviewed:

Strategy	Progress
Staff Adviser Network ➤ HR Officer to run quarterly meetings for skill development and feedback for Staff Adviser Network. ➤ To provide confidential support from HR&OD.	Meetings held on a regular basis HR&OD available for discussion & support
Position Descriptions All position descriptions and selection criteria to be reviewed prior to advertising to ensure they comply with EEO principles and are non-discriminatory.	Ongoing

c) EEO Reporting & Access to Employment & Conditions

To effectively monitor EEO implementation we need to ensure that access to conditions of employment across Council is equitable.

Strategy	Progress
<u>Recording EEO group membership in CHRIS</u> All EEO data for staff is recorded in CHRIS, when provided by staff.	Ongoing
<u>Reporting on Council's Employment Profile</u> EEO Management Plan to report on employment status, age profile and income profile for all staff, as a comparison of males to females.	Data indicated: <ul style="list-style-type: none"> • 23.9% of all staff are women working on a full-time basis. • The highest % of women are in 41-60 years age groups. • 65.9% of women earn between \$31,598 & \$50,879 per annum.
<u>Reporting on Access to Employment & Conditions</u> Information provided in each review of Council's EEO Plan.	Articles placed in Pipeline on a regular basis. Staff taking parental leave receive letters outlining their access to employment & conditions, both before and after parental leave. Working from Home Guidelines adopted in July 2008 to accommodate various work/life balance issues, including a graduated return from parental leave.

d) Specific EEO Implementation Strategies

The following Specific EEO strategies were implemented to ensure the protection of the rights of people from EEO groups, and to provide equality of access to employment opportunities:

Strategy	Progress
Council currently provides 3 options for accessing information about recruitment positions advertised – phone, fax and website.	Ongoing
Where a job applicant indicates that they have special needs prior to interview, the Nominated Recruitment Officer provides reasonable adjustments.	Ongoing

Waverley Council

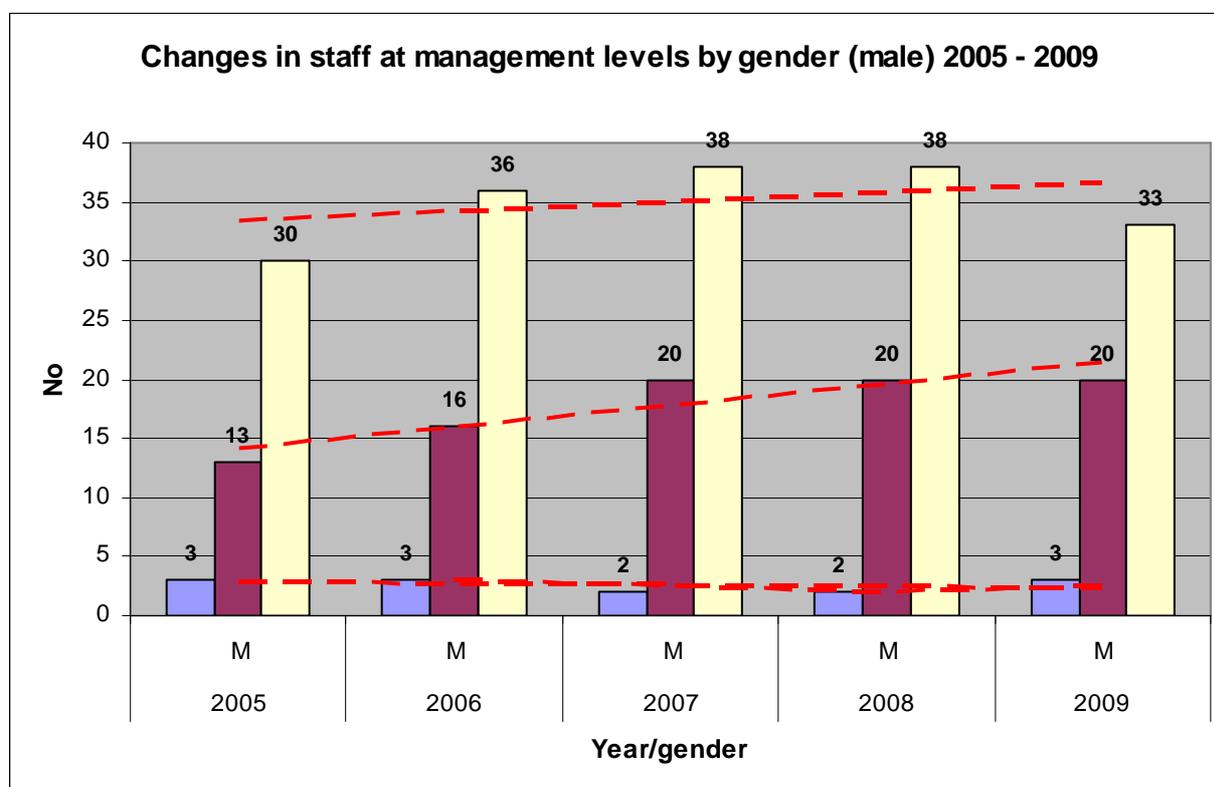
Meeting Our Statutory Requirements

Strategy	Progress
Telephone interviews are conducted for interstate/overseas applicants who are considering relocating if successful in the role they have applied for.	Ongoing
Pre-employment medicals are monitored to ensure that appropriate assessments of reasonable adjustments are considered, and that pregnancy or potential pregnancy is not considered in the selection decision, unless specifically relevant.	Ongoing
Where possible, reasonable adjustments are provided for people with disabilities, carer's responsibilities, or who are pregnant.	Where notified
Providing accurate information to staff about access to leave for parental purposes, and their rights during, before and after pregnancy.	Ongoing
The position of Garden Labourer in Waverley park is identified as a designated Disability Position.	<ul style="list-style-type: none"> Incumbent in place

e) Number of staff at management levels split by gender in 2007/2009

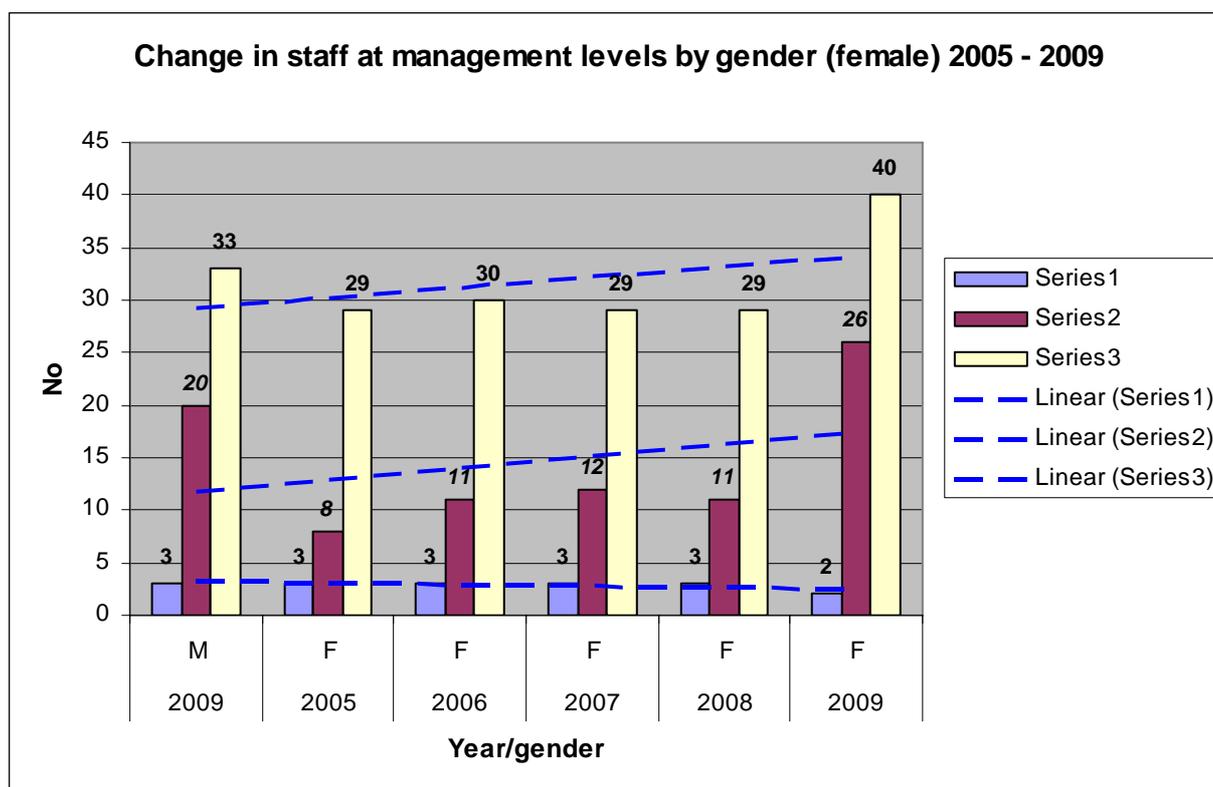
Salary Group	Management Level	Male		Female		Total	
		2008	2009	2008	2009	2008	2009
M to P	Middle Managers	38	33	29	40	67	73
Q to U	Senior Managers*	20	20	11	26	31	46
Executive Team		2	3	3	2	5	5

* Divisional Managers Salary Groups are included in Senior Managers category



Waverley Council

Meeting Our Statutory Requirements



EEO Management Plan 2006/2010

As part of the 2006 – 2010 EEO Management Plan, an Action Plan was developed, which detailed activities to be completed over the next 4 years.

Some of the key achievements for EEO in 2008/2009 were:

- Significant effort was made to improve knowledge of EEO on the part of employees. Face-to-face training sessions were held and a large number of indoor employees completed on-line refresher quizzes.
- All other learning and development activities to improve awareness of target group needs and investigate issues, should they arise, were delivered.

Key areas for improvement are:

- Review of policies and procedures.
- Activities to improve the employment opportunities of target groups.

Future EEO Strategies

Some of the strategies to be implemented in future are:

- Developing an approach to meet the needs of mature age workers;
- Implementation of Workforce Planning to address skill shortages, which may also identify potential areas for employment for target group members;
- Review of current EEO Management Plan, and development of a new 4-year EEO Management Plan.

n. External Bodies Exercising Council Functions.

Nil

o. Controlling Interests in Companies

Nil

p. Partnerships, Co-Operatives and Joint Ventures.

Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC) and the Sydney Coastal Councils. SSROC is an association of sixteen local councils in the southern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Key issues under consideration include planning, environment, transport, community development, sustainability, and local government management.

The Sydney Coastal Councils includes councils located on Sydney's coastline and aims to promote co-ordination on issues relating to the urban coastal environment and waterways.

Council's Library Services shares a document delivery van with all Libraries in the Sydney metropolitan area.

Waverley Council together with Botany Council runs a Home Library Service which provides a free service delivering fortnightly or monthly, items chosen from the library to residents who are either temporarily or permanently housebound, due to age, illness or disablement and have no reasonable alternative to home delivery of library materials.

Council hosts the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six Councils, the City of Botany Bay, City of Sydney, Leichhardt, Randwick, Waverley and Woollahra

Council has a partnership with the Uniting Church which provides a building, Norman Andrews House, through which the Church delivers services for homeless and disadvantaged people.

The Waverley/Woollahra Process Plant, a waste disposal facility jointly owned and managed by Waverley and Woollahra Councils, was sold in June 2007. The Waverley Woollahra Process Plant Committee responsible for management of the plant will no longer be required and will be wound up in 2009/2010.

q. Other Regulatory Information

A Overseas Visits by Councillors and Senior Council Staff

No overseas travel was undertaken by Councillors or Council staff in 2008/2009.

B Statement of the Total Remuneration

Council has five senior staff. Details of their total remuneration are listed in Section (g) on page 130.

C Details of the Activities Undertaken by the Council during the Year to Develop and Promote Services and Programs that Provide for the Needs of Children

Council Centres

Waverley Council's three long day care centres and family day care scheme provided child care to 490 children for the year. The average daily utilisation of care for the Council's long day care centres was 174 full time children per day. This means that care was provided to more than 97% of the available child care places that Council is licensed to fill on any one day.

Waverley Council

Meeting Our Statutory Requirements

Family Day Care averaged 35 carers for the year. The full time equivalent number of children in Family Day Care was 158 children. The actual number of enrolments was 284 children.

Bronte and Waverley completed the accreditation process for the next three year period. Both centres performed well maintaining 100% accreditation. As part of the process the Service's policies and procedures are reviewed annually to ensure all regulation requirements are met and working continually to help achieve a high standard of quality care for children and families.

Cost of Care

Council's fees remain among the most affordable in the area. Council fees increased to \$68.00 per day for babies and \$63.00 per day for 2-5 year olds in July 2009.

This will bring the fee affordability target closer to the preferred "within 15%" of the average local child care centre fees.

Holiday Program

This provides for the management and coordination of children's services at Waverley Council and for the delivery of the family support program. Services include counselling and parenting programs with some community work and development responsibilities.

Child and Family Support

The Family and Community Support program ran two Parent Programs with 22 parents in attendance. One was a six week program focusing on listening to children through play and the second was an effective parenting program. The focus for this was still on positive parenting however the first session included an emphasis on the parent, their well being and the "baggage" they bring to the parent role before focusing on skills in parenting are discussed. It was very well received with a full quota of parents attending and a waiting list for the next program.

Information sessions were provided for families who have children attending the Council's children services facilities as well as for local families. Topics included sleep disorder for children with additional needs, toilet training and behaviour management. There have been over 80 families attending these sessions.

The Family and Community Support worker provided counselling support to a total of 55 families with 43 families supported on a case load by the Family Support Worker. Families supported are enrolled in our child care services and the support takes the form of individual counselling on the phone, face to face counselling or support provided through facilitating case conferences with parents and professional workers involved with the child with additional needs.

The Family Support Worker has also been involved in providing management support to the Bondi Beach Cottage community organisation.

Festivals and Events

Family friendly events held during the year are very popular and have again attracted large numbers of families. Events in 2008/2009 included the Festival of the Winds, Ocean Care Day with Pacific Arts Festival, NAIDOC Week and Refugee Week exhibition & performances, School Holiday Programs at Bondi Pavilion and Waverley Library, a series of Bondi Live Youth Music Concerts, Carols by the Sea, Charing Cross Fair, Global Table, the Council Youth Art Award and the Environment Day Festival.

As occurred in 2007, the 2008 Safe Summer Initiative was again broadened to increase the family friendly activities at Dudley Page Reserve on New Year's Eve and activities, rides and stalls along Bondi beachfront targeting families between Christmas Day and New Year. In partnership with the Eastern Suburbs Playgroups, Waverley Council again hosted the Eastern Suburbs Children's Festival in Waverley Park to celebrate Children's Week in October 2008.

Waverley Council

Meeting Our Statutory Requirements

Many other popular children's activities and events continued in 2008/2009 at the Bondi Pavilion, Waverley Library and Oxford Street mall including participatory programs and workshops at annual festivals, pottery classes, Children's Week activities and exhibitions, multi cultural performances, exciting holiday activities as well as art, music and movement programs.

Programs and activities in the Library

A program of children's activities was available for each School Holiday, including four activities provided by external entertainers, two craft workshops, author talks, and film showings. The annual Children's Book Week celebration involved competitions, bookmarks, Fun Book, puppet shows, and author visits. 18 classes visited the library each the week. Regular Story-time sessions were held on Tuesdays and Wednesdays and a film session each Sunday afternoon. An Outreach Program to three child care centres in Waverley included story-time and film shows.

Grants and Management Support

In 2008/2009 Council provided financial grants and in-kind support to a large range of children's services. The Community Grants program provided grants of \$262,500 to local community groups targeting youth, older people, children and families, people with disabilities and those from a culturally and linguistically diverse background. In addition, \$75,000 was provided to groups delivering one-off community and cultural projects.

Staff continued to provide assistance to the management committees of Kindamindi, Bondi Beach Cottage, Grace Child Care Centre, Bondi Toy Library and each of the five OOSH Services in Waverley – Bondi, Bondi Beach, Bronte, Clovelly and Waverley Public School OOSHs.

Lobbying, information exchange and representation on committees

Waverley Council staff continued to support and participate in a range of network meetings, inter-agencies and working parties.

Council promotes and provides information about local children's services in a number of ways, including fliers, brochures, newsletters, the Mayor's column in local newspapers, through the *Kids Book* and via the library's LINCS database.

Transition to School

This event has now become an annual event organised jointly with Woollahra Council. It took place at the end of March 2009. There were over 100 parents who attended this evening and nine local schools participated in the event. A presentation on "Preparing Your Child for School" was given by an education academic from Macquarie University.

D Council's Performance in Relation to Programs Undertaken during the Year to Promote Services and Access to Services for Residents and Other Users Of those Services.

How Council Promotes Its Services.

The main ways Council promotes its services are:

- Regular advertising in local newspapers.
- Producing and distributing publications, brochures, flyers and newsletters.
- Displaying posters on noticeboards.
- Holding public meetings, workshops and focus groups.
- Regular mailouts to individuals and groups.
- Supporting a resident Precinct Committee System.
- Recorded messages on hold for phone calls.
- Media releases.
- Our Internet site.

Waverley Council

Meeting Our Statutory Requirements

Regular Newspaper Advertising.

Council has a weekly advertising column in a local newspaper, which is distributed free of charge to households in the Waverley area. This column includes public notices on development proposals and approvals, dates and times of Council and Precinct meetings, information about traffic management changes to services and new services, draft policies being exhibited for public comment and other statutory notices.

A Mayoral column is printed alongside the advertising column each week, and covers items about the local community, Council initiatives and news about events, projects and programs of interest to local residents.

Council advertises regularly in *The Bondi View* and *The Beast*, monthly free publications that are distributed in the Waverley area.

Producing and Distributing Publications, Brochures, Fact Sheets, Flyers and Newsletters.

Publications include:

Our Management Plan, which is produced annually and covers all Council's principal activities, its performance targets and performance measures. The Management Plan is available for public inspection at the Council Chambers, Library, offices of local State and Federal Members of Parliament and on our Website.

Waverley in Focus, our residents' newsletter, which is produced and distributed to all households in the Waverley area quarterly. The *Waverley in Focus* contains news about Council decisions and activities. It is intended to let the community know what Council is doing, how they can participate and how they can contact their ward Councillors.

Statement of Affairs – which is produced annually and includes information about the structure and functions of Council and how these affect members of the public; how the public can participate in Council's policy development and decision making, and how to access Council's information and records. The Statement of Affairs is available for public inspection at the Council Chambers, Library and on our Website.

Summary of Affairs – published bi-annually, the Summary of Affairs includes a list of all Council policy documents.

Brochures, Fact Sheets and Flyers. Council produces a range of brochures on many subjects. We maintain brochure stands at our Customer Service Centre, the Council Chambers, the Library, Bondi Pavilion and at the Community Services Offices for distribution purposes. We also produce flyers for letterboxing about various meetings, services and events.

Newsletters. We produce a monthly Senior Citizens' Newsletter and a bi-monthly newsheet called "What's On at Bondi Pavilion!" Regular newsletters are also produced by the Waverley Library on their activities.

Displaying Posters on Noticeboards. We have community noticeboards located in Waverley streets and bus shelters as well as numerous other display boards in Council buildings. Information on these noticeboards is changed regularly to ensure up to date information about Council, local services and activities is available.

Holding and Attending Public Meetings, Workshops and Focus Groups. Council convenes public meetings on topics which are contentious or where public consultation is required.

Council also regularly convenes working parties and focus group discussions to enable participation in decision making by members of the community.

Waverley Council

Meeting Our Statutory Requirements

This year Council undertook a major consultation program to consult with the community about our Strategic Asst Management Plan (SAMP) and Long Term Financial Strategy (LTFS). A major survey of residents was also conducted during 2008/2009.

Regular Mailouts to Individuals and Groups. We regularly include additional information on our services and contact phone numbers in mailouts such as the Rates Notice, licensing reminders, waste accounts etc. We also correspond regularly with residents and ratepayers about our services.

Supporting a Resident Precinct Committee System. There are 13 Precinct Committees in Waverley who meet regularly to discuss matters of local interest. Council prepares regular mailouts to the Precincts about Development Applications, traffic matters, Council plans, codes and policies and/or specific matters where information has been requested. Council staff and Councillors often attend these meetings to hear residents' concerns and provide information to members.

Recorded Messages on Hold on our phone system. Callers placed on hold listen to music and messages about our services. Messages are updated or changed every three months.

Media Releases. Council employs a full-time media officer whose job includes regularly preparing media releases for local and metropolitan newspapers, radio and television. The subject of these releases varies in response to the current issues of concern to Council and the community.

Our Internet Site. Our website www.waverley.nsw.gov.au enables Council information to be placed quickly on the site for access by our community.

Access to Services.

In addition to promoting its services widely, Council provides a range of services to specific identified groups in the Waverley community.

E. Category 1 Business Activities Including their Expenses, Revenues and Assets. Progress in Implementing the Principles of Competitive Neutrality, Including Complaints Handling and Complaints Received.

Council's Business, Services & Property Division Unit operates a significant sector of its property portfolio as a Category 1 Business returning greater than \$2,000,000 per annum in income. Total expenses, revenues and asset values in 2008/2009 were as follows:

Total income	\$ 5,608,000
Total expenditure	\$ 1,711,000
Depreciation	\$ 54,000
Result Before Capital	\$ 3,843,000
Total Assets (Investment Property Category 1)	\$109,495,000
Return on Assets	3.51%

Council's core business activity is in commercial car parking and commercial property and both areas are subject to the vagaries of their respective market conditions. Rents in the commercial portfolio reflect market conditions consistent with the principles of competitive neutrality.

Council aims to achieve a 5 % return on the asset value of its unsubsidised commercial properties within the portfolio. This year the return was 3.51% and the target was not achieved because of a variety of factors. One commercial leasehold incurred a nil return because it was held vacant to satisfy a possible requirement to accommodate a community group needing to relocate from a Council community property with structural problems.

Waverley Council

Meeting Our Statutory Requirements

Other properties reflect very small returns compared to their high capital value because they are involved in providing services such as parking. The largest of these, Eastgate Car Park, is burdened by legal constraints which date back to lease agreements struck in 1983 and which significantly hamper charges that may be applied. The State Government also continues to impose land tax on Council's commercial leaseholds and the continuing imposition of the Parking Space Levy on some Council car parks reduces profit margins significantly.

Apart from this section, Council has not identified any additional Category 1 business activities but has identified several Category 2 businesses including Trade Waste and the Cemetery Unit.

No complaints have been received regarding competitive neutrality in relation to the business in the 2008/2009 financial year. Council has a customer request tracking system (Service Desk) to handle all customer requests and complaints, including competitive neutrality complaints. This system records these complaints and tracks the progress in replying to these matters.

Freedom of Information

Statistical Information on Freedom of Information Applications and Outcomes.
(Also see pages 153 - 155).

Waverley Council received 9 requests for information under the Freedom of Information Act 1989 in the period 1 July 2008 to 30 June 2009, compared to 25 requests received in the preceding reporting period.

Primarily requests for information related to property matters and information around potential public liability matters.

No internal reviews were requested this year. This compares with five requests the previous year.

Fees received for FOI applications totalled \$509 compared with \$2360 received in the previous year.

FOI requests are generally processed within 21 days, except when the information is difficult to locate, or where third party consultation is necessary. Our average processing time for applications in 2008/2009 was 11 days.

Impact of FOI on Council's Activities

Access to information in local government under Freedom of Information is made complex because of the interaction between Section 12 of the Local Government Act, the Privacy and Personal Information Protection Act and the FOI Act.

As far as possible we use the provisions of the model Privacy Management Plan developed by the Department of Local Government and Council's own Privacy Management Plan to guide decisions about access to personal information.

There is an increasing trend to use FOI to obtain information for court matters or to obtain copies of complaints. Council has a general policy of not providing copies of complaints.

As indicated in previous reports an Information Access Policy has now been developed and adopted by Council. The policy aims to assist community members and Council staff in relation to what information held by Council is publicly available.

Waverley Council

Meeting Our Statutory Requirements

Amounts of Rates and Charges Written Off During the Year

An amount of \$665,619.79 was written off as rates and charges during 2008/2009. This included mandatory rebates of \$604,583.31 (Section 575) and general rates and charges abandonment of \$4,085.15 (Section 595). In addition, an abandonment of \$8,792.07 was made in 2008/2009 in accordance with a Council resolution of 8 September 1998 and an abandonment of \$48,159.26 was made in 2008/2009 in accordance with a Council resolution of 7 October 2008.

Our debt recovery policy includes issuing Rate and Instalment Notices in accordance with the requirements of the Local Government Act. A Reminder Notice will be directed on any account with an unpaid balance after the final day for payment of the quarterly rate instalment. If the account, other than one held by an eligible pensioner, is still not finalised after the issue of the Reminder Notice a Notice of Overdue Account is sent.

Accounts with an unpaid balance, where no mutually agreed arrangement has been negotiated, are referred to the Council's debt recovery agency. The debt recovery agency issues a Notice of Legal Action and if the account remains unpaid a Statement of Liquidated Claim is sought.

For the 2008/2009 financial year, Council spent \$24,759.85 on legal and professional costs associated with debt recovery of rates and charges.

Compliance with and effect of planning agreements in force as at 30 June 2009

No planning agreements that require reporting were in force as at 30 June 2009.

Code of Conduct Complaints 2008/2009

Eight complaints about possible breaches of Council's Councillor Code of Conduct were received in 2008/2009. In addition, a complaint received in 2007/2008 was finalised in 2008/2009.

As one of these matters received in 2008/2009 related to a possible breach of the pecuniary interest reporting requirements in the Code it was forwarded to the Department of Local Government. Six matters were referred to a Conduct Reviewer for investigation. All complainants were advised of the outcome of their complaints. Additional details of the complaints are set out in the table below.

Nature of complaint	Action	Outcome
Brought forward from 2007/2008 Not disclose interest in matter	Complaint reviewed	Decision that complaint not sustained not referred to Conduct committee or Conduct Reviewer
Not disclose interest in matter	Referred to Conduct Reviewer for investigation	Report to Council Complaint not sustained
Publication/distribution of information that may have been improper or abusive	Complaint reviewed	Decision that complaint not sustained not referred to Conduct committee or Conduct Reviewer

Waverley Council

Meeting Our Statutory Requirements

Nature of complaint	Action	Outcome
Publication/distribution of information that may have been improper or abusive	Complaint reviewed	Decision that complaint not sustained not referred to Conduct committee or Conduct Reviewer sustained
Not disclose pecuniary interest in matter	Referred to Department of Local Government	Advised by Department no action
Behavior of Councillor at a site inspection meeting	Referred to Conduct Reviewer for investigation	Report to Council Complaint not sustained
Provision of information for article in local paper that brought Council into disrepute	Referred to Conduct Reviewer for investigation	Report to Council Complaint sustained - Councillor censured
Behavior of Councillor towards another Councillor	Referred to Conduct Reviewer for investigation	Report to Council Complaint sustained - Councillor censured
Behavior of Councillor towards another Councillor	Referred to Conduct Reviewer for investigation	Report to Council Complaint sustained - Councillor censured

Activities during the year relating to enforcing and ensuring compliance with the Companion Animals Act and Regulations

Complaints Received 2008/2009

- 137 Barking Dog Complaints
- 39 Complaints about animal attacks
- 39 Complaints about unleashed animals
- 9 Complaints about animals in prohibited place

Infringements Issued 2008/2009

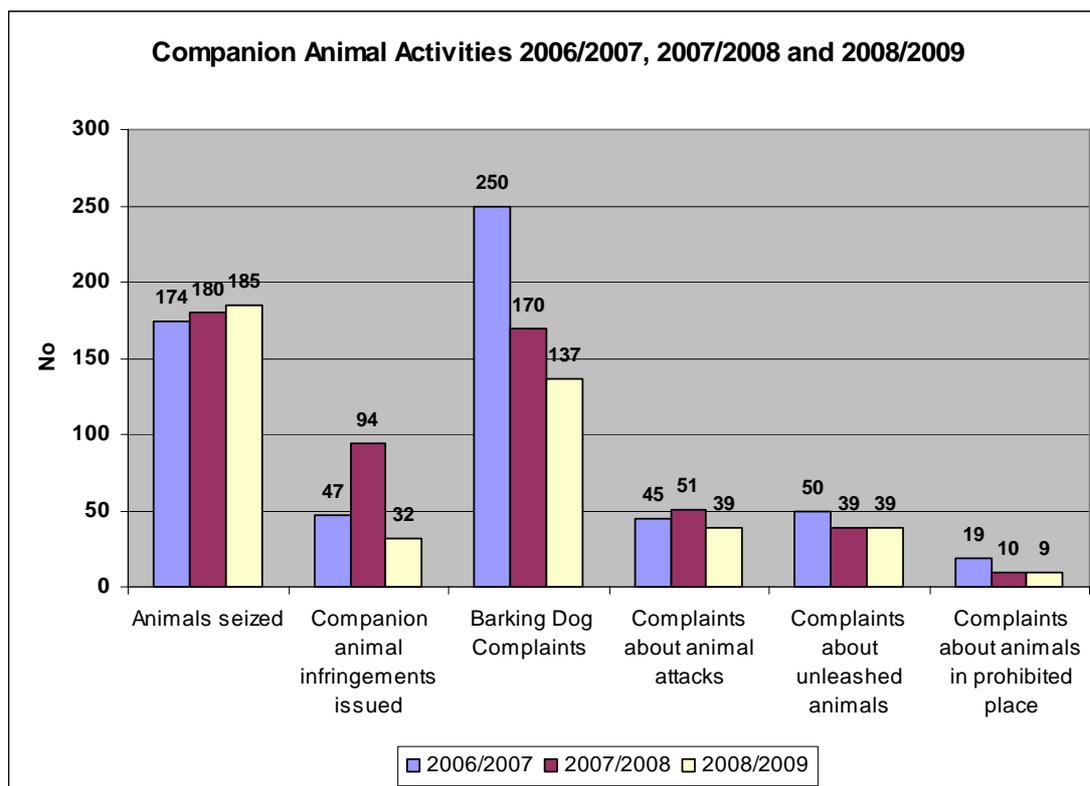
32 Companion animal infringements issued

Seized Animals 2008/2009

- 185 animals were seized

Waverley Council

Meeting Our Statutory Requirements



Protected Disclosures

No protected disclosures were received in 2008/2009. A number of new Protected Disclosure Officers were identified and trained during the year. Council's Internal Reporting Policy will be reviewed in 2009/2010.

Privacy and Personal Information Management

Council adopted a revised Privacy Management Plan in February 2007. This replaced the previous Plan adopted in November 2002. The revised Privacy Management Plan is available on Council's website. No privacy issue were raised in 2008/2009.

Gift Registers Information Staff and Councillors - 2008/2009

Both the number and value of gifts recorded in 2008/2009 decreased compared to 2007/2008. In 2008/2009 231 gifts were recorded with an assessed value of \$4,834 compared to 277 gifts with an assessed value of \$6,035.95 in 2007/2008.

Overall staff in Council's Recreation, Customer and Community Services (RCCS) Department receive 73% of all gifts reported but only 66% by value of gifts recorded, which reflects the relatively small monetary values of gifts received and reported. The average value of gifts in RCCS is \$18.90 compared to a range from \$16 to \$40 in other areas of Council.

Number of gifts registered	231
Cumulative value	\$4834
Value of gifts returned	Nil
Donations to Charitable trust	\$65
Most frequent donor/s	CBD Electrical

Waverley Council

Meeting Our Statutory Requirements

During 2008/2009 a total of 10 gifts were registered in the Councillor's gift register. The total value of gifts received and registered was \$364. This is a decrease from the previous year when 17 gifts were registered with a total value of \$875.

None of the gifts registered by Councillors was valued at \$50 or over. No gifts were passed on to the Charitable Trust or for use at Council.

Number of gifts registered	10
Cumulative \$ value	\$364
Donations to Charitable trust (\$)	Nil
Most frequent donor/s	None

Sponsorship

We obtained sponsorship for the following activities in 2008/2009:

Recreation, Customer & Community Services	
Project:	Global Table
Donor:	Eastgate Shopping Centre
Amount:	\$5,000
Project:	Business Awards
Donor:	Club Bondi Junction
Amount:	"In Kind" free room hire, subsidised catering
Project:	Business Awards
Donor:	Bondi and District Chamber of Commerce
Amount:	\$500 winners cheque
Project:	Playday on the Mall
Donor:	Bloch, CD Revolution, Zoo Café & Bar, Bizarre Pets
Amount:	\$500 each
Project:	Festival of the Winds
Donor:	Surfish Cafe
Amount:	\$2,000
Project:	CAL/Waverley Library Award for Literature
Donor:	CAL (Copyright Agency)
Amount:	\$30,000

Waverley Council

Meeting Our Statutory Requirements

FOI Statistical Report – 1 July 2008 to 30 June 2009 – Period ended 30 June 2009

Section A – Number of new FOI requests

FOI Requests	Personal	Other	Total
A1 – New (including transferred in)	Nil	9	9
A2 – Brought forward	Nil	1	1
A3 – Total to be processed	Nil	10	10
A4 – Completed	Nil	10	10
A5 – Transferred out			
A6 – Withdrawn			
A7 – Total processed		10	10
A8 – Unfinished (carried forward)			

Section B – What Happened to New Requests?

Result of FOI Request	Personal	Other
B1 – Granted in full		1
B2 – Granted in part		7
B3 – Refused		2*
B4 – Deferred		Nil
B5 – Completed		10

* No information

Section C – Ministerial Certificates

C1 – Ministerial Certificates Issued Nil

Section D – Formal Consultations

D1 – Number of requests requiring formal consultation NA

Section E – Amendment of Personal Records

No requests

Section F – Notification of Personal Records

No requests

Section G – FOI requests granted in part or refused.

Basis of disallowing or restricting access	Personal	Other
G1 Section 19 (incomplete/wrongly directed)	Nil	2
G2 Section 22 (deposit not paid)	Nil	Nil
G3 Section 22 (unreasonable diversion of resources)	Nil	Nil

Waverley Council

Meeting Our Statutory Requirements

Basis of disallowing or restricting access	Personal	Other
G4 Section 25 (1) (a) (exempt)	1	7
G5 Section 25 (1) (b),(c),(d) (otherwise available)	Nil	Nil
G6 Section 25 (1) (e) (documents more than 5 yrs old)	Nil	Nil
G7 Section 24 (2) – deemed refused, over 45 days	Nil	Nil
G8 Totals	Nil	9

Section H – Costs and fees of requests processed

H1 – All completed requests: total fee received \$.

Section I – Discounts allowed

Type of discount	Personal	Other
11 – Public interest		Nil
12 – Financial hardship – Pensioner/child		Nil
13 – Financial hardship – Non-profit organisation		Nil
14 – Totals		Nil
15 – Significant correction of personal records		Nil

Section J – Days to process

Elapsed Time	Personal	Other
J1 – 0-30 days		9
J2 – 31-45 days		1
J3 – Over 45 days		Nil
J4 – Totals		10

Section K – Processing time

Processing Hours	Personal	Other
K1 – 0-10 hours		10
K2 – 11-20 hours		Nil
K3 – 21-40 hours		Nil
K4 – Over 40 hours		Nil
K5 – Totals		10

Waverley Council

Meeting Our Statutory Requirements

Section L – Reviews and Appeals

L1 – Number of internal reviews finalised	Nil
L2 – Number of Ombudsman reviews finalised	Nil
L3 – Number of District Court appeals finalised	Nil

Waverley Council

Our Financial Performance

Summary of Financial Reports

	30 June 2009	30 June 2008
Income Statement	\$'000	\$'000
Total Income from Continuing Operations	80,889	119,993
Total Expenses from Continuing Operations	<u>87,798</u>	<u>79,030</u>
Operating Result from Continuing Operations	<u>(6,909)</u>	<u>40,963</u>
Net Operating Result for the year	(6,909)	40,963
Net Operating Result before Grants & Contributions Provided for Capital Purposes	 (11,181)	 36,769
Balance Sheet		
Total Current Assets	42,865	48,002
Total Current Liabilities	(28,550)	(28,430)
Total Non-Current Assets	1,212,720	1,215,514
Total Non-Current Liabilities	<u>(6,293)</u>	<u>(7,435)</u>
Total Equity	<u>1,220,742</u>	<u>1,227,651</u>
Other Financial Information		
Current Ratio	1.50:1	1.69:1
Unrestricted Current Ratio	3.01:1	3.16:1
Debt Service Ratio (%)	2.63%	1.82%
Rates & Annual Charges Coverage Ratio (%)	44.15%	29.02%
Rates & Annual Charges Outstanding Ratio (%)	2.68%	3.34 %

Waverley Council

Our Financial Performance

Income Statement

for the financial year ended 30 June 2009

Budget ⁽¹⁾ 2009	\$ '000	Notes	Actual 2009	Actual 2008
Income from Continuing Operations				
<i>Revenue:</i>				
35,735	Rates & Annual Charges	3a	35,715	34,817
20,026	User Charges & Fees	3b	21,357	20,431
2,803	Interest & Investment Revenue	3c	2,368	-
18,479	Other Revenues	3d	10,547	54,560
5,659	Grants & Contributions provided for Operating Purposes	3e,f	6,630	5,927
2,798	Grants & Contributions provided for Capital Purposes	3e,f	4,272	4,194
<i>Other Income:</i>				
-	Net gains from the disposal of assets	5	-	64
-	Net Share of interests in Joint Ventures & Associated Entities using the Equity Method	19	-	-
85,500	Total Income from Continuing Operations		80,889	119,993
Expenses from Continuing Operations				
45,516	Employee Benefits & On-Costs	4a	43,416	39,985
668	Borrowing Costs	4b	489	577
18,056	Materials & Contracts	4c	18,911	17,866
7,550	Depreciation & Amortisation	4d	11,891	7,432
-	Impairment	4d	-	-
13,259	Other Expenses	4e	13,017	13,067
-	Interest & Investment Losses	3c	-	103
-	Net Losses from the Disposal of Assets	5	74	-
85,049	Total Expenses from Continuing Operations		87,798	79,030
451	Operating Result from Continuing Operations		(6,909)	40,963
Discontinued Operations				
-	Net Profit/(Loss) from Discontinued Operations	24	-	-
451	Net Operating Result for the Year		(6,909)	40,963
451	Net Operating Result attributable to Council		(6,909)	40,963
-	Net Operating Result attributable to Minority Interests		-	-
(2,347)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		(11,181)	36,769

(1) Original Budget as approved by Council - refer Note 16

The reference to notes in the statement is a reference to the complete Annual Statement of Accounts for the year ending 30 June 2009 which is available as an Annexure to this report.

Waverley Council

Our Financial Performance

Balance Sheet as at 30 June 2009

\$ '000	Notes	Actual 2009	Actual 2008
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	15,131	24,906
Investments	6b	19,456	15,535
Receivables	7	6,328	6,939
Inventories	8	176	146
Other	8	659	476
Non-current assets classified as "held for sale"	22	1,115	-
Total Current Assets		42,865	48,002
Non-Current Assets			
Investments	6b	13,599	9,332
Receivables	7	2,137	1,282
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	1,039,673	1,086,255
Investments accounted for using the equity method	19	-	-
Investment Property	14	112,356	118,645
Intangible Assets	25	-	-
Non-current assets classified as "held for sale"	22	44,955	-
Other	8	-	-
Total Non-Current Assets		1,212,720	1,215,514
TOTAL ASSETS		1,255,585	1,263,516
LIABILITIES			
Current Liabilities			
Payables	10	9,290	10,484
Borrowings	10	1,376	1,421
Provisions	10	17,884	16,525
Total Current Liabilities		28,550	28,430
Non-Current Liabilities			
Payables	10	-	-
Borrowings	10	5,718	7,094
Provisions	10	575	341
Total Non-Current Liabilities		6,293	7,435
TOTAL LIABILITIES		34,843	35,865
Net Assets		1,220,742	1,227,651
EQUITY			
Retained Earnings	20	1,110,913	1,118,258
Revaluation Reserves	20	109,829	109,393
Council Equity Interest		1,220,742	1,227,651
Minority Equity Interest		-	-
Total Equity		1,220,742	1,227,651

The reference to notes in the statement is a reference to the complete Annual Statement of Accounts for the year ending 30 June 2009 which is available as an Annexure to this report.

Waverley Council

Our Financial Performance

Statement of Changes in Equity

for the financial year ended 30 June 2009

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Minority Interest	Total Equity
2009						
Opening Balance (as per Last Year's Audited Accounts)		1,118,258	109,393	1,227,651	-	1,227,651
a. Correction of Prior Period Errors	20 (c)	(436)	436	-	-	-
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/08)		1,117,822	109,829	1,227,651	-	1,227,651
c. Current Year Income & Expenses Recognised direct to Equity						
- Transfers to/(from) Asset Revaluation Reserve	20b (ii)	-	-	-	-	-
- Transfers to/(from) Other Reserves	20b (ii)	-	-	-	-	-
- Other Income/Expenses recognised	20b (ii)	-	-	-	-	-
- Other Adjustments	20b (ii)	-	-	-	-	-
Net Income Recognised Directly in Equity		-	-	-	-	-
d. Net Operating Result for the Year		(6,909)	-	(6,909)	-	(6,909)
Total Recognised Income & Expenses (c&d)		(6,909)	-	(6,909)	-	(6,909)
e. Distributions to/(Contributions from) Minority Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		1,110,913	109,829	1,220,742	-	1,220,742

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Minority Interest	Total Equity
2008						
Opening Balance (as per Last Year's Audited Accounts)		1,096,037	-	1,096,037	-	1,096,037
a. Correction of Prior Period Errors	20 (c)	(18,742)	-	(18,742)	-	(18,742)
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/07)		1,077,295	-	1,077,295	-	1,077,295
c. Current Year Income & Expenses Recognised direct to Equity						
- Transfers to/(from) Asset Revaluation Reserve	20b (ii)	-	109,393	109,393	-	109,393
- Transfers to/(from) Other Reserves	20b (ii)	-	-	-	-	-
- Other Income/Expenses recognised	20b (ii)	-	-	-	-	-
- Other Adjustments	20b (ii)	-	-	-	-	-
Net Income Recognised Directly in Equity		-	109,393	109,393	-	109,393
d. Net Operating Result for the Year		40,963	-	40,963	-	40,963
Total Recognised Income & Expenses (c&d)		40,963	109,393	150,356	-	150,356
e. Distributions to/(Contributions from) Minority Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		1,118,258	109,393	1,227,651	-	1,227,651

The reference to notes in the statement is a reference to the complete Annual Statement of Accounts for the year ending 30 June 2009 which is available as an Annexure to this report

Waverley Council

Our Financial Performance

Cash Flow Statement for the financial year ended 30 June 2009

Budget 2009	\$ '000	Notes	Actual 2009	Actual 2008
Cash Flows from Operating Activities				
Receipts:				
35,940	Rates & Annual Charges		35,920	34,758
21,360	User Charges & Fees		22,596	27,303
2,803	Interest & Investment Revenue Received		2,628	2,524
9,950	Grants & Contributions		11,183	13,092
19,326	Other		17,581	10,824
Payments:				
(38,840)	Employee Benefits & On-Costs		(41,816)	(39,191)
(23,162)	Materials & Contracts		(22,307)	(18,538)
(331)	Borrowing Costs		(510)	(600)
(13,524)	Other		(13,328)	(14,612)
13,522	Net Cash provided (or used in) Operating Activities	11b	11,947	15,560
Cash Flows from Investing Activities				
Receipts:				
-	Sale of Investment Securities		17,969	17,371
-	Sale of Real Estate Assets		-	785
-	Sale of Infrastructure, Property, Plant & Equipment		26	22
Payments:				
-	Purchase of Investment Securities		(26,454)	(13,528)
-	Purchase of Investment Property		(65)	-
(12,451)	Purchase of Infrastructure, Property, Plant & Equipment		(11,777)	(12,808)
(12,451)	Net Cash provided (or used in) Investing Activities		(20,301)	(8,158)
Cash Flows from Financing Activities				
Receipts:				
Nil				
Payments:				
(1,527)	Repayment of Borrowings & Advances		(1,421)	(1,467)
(1,527)	Net Cash Flow provided (used in) Financing Activities		(1,421)	(1,467)
(456)	Net Increase/(Decrease) in Cash & Cash Equivalents		(9,775)	5,935
24,906	plus: Cash & Cash Equivalents - beginning of year	11a	24,906	18,971
24,450	Cash & Cash Equivalents - end of the year	11a	15,131	24,906

Please refer to Note 11 for information on the following:

- Non Cash Financing & Investing Activities.
- Financing Arrangements.
- Net cash flow disclosures relating to any Discontinued Operations

The reference to notes in the statement is a reference to the complete Annual Statement of Accounts for the year ending 30 June 2009 which is available as an Annexure to this report

Waverley Council

Our Financial Performance

WAVERLEY COUNCIL

GENERAL PURPOSE FINANCIAL REPORT

INDEPENDENT AUDITORS' REPORT

REPORT ON THE FINANCIAL REPORT

We have audited the accompanying *general purpose financial report* of *Waverley Council*, which comprises the Balance Sheet as at 30 June 2009, Income Statement, Statement of Changes in Equity and Cash Flow Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial report includes the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

Responsibility of Council for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Cash Flow Statement, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the commentary provided in Note 13(a) and Note 27 or the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of

Waverley Council

Our Financial Performance

expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report.

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial report:
 - (i) has been presented in accordance with the requirements of this Division;
 - (ii) is consistent with the Council's accounting records;
 - (iii) presents fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) is in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial report that we have become aware of during the course of the audit.

SPENCER STEER
Chartered Accountants

N. MAH CHUT
Partner

Dated at Sydney this 24th day of September 2009

Waverley Council

Our Financial Performance

SPENCER STEER
CHARTERED ACCOUNTANTS

24 September 2009

The Mayor
Waverley Council
PO Box 9
BONDI JUNCTION NSW 2022

Mayor,

Audit Report - Year Ended 30 June 2009

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2009 and that all information required by us was readily available. We have signed our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Reports.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Reports of the Council. We have ensured that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

1. RESULTS FOR THE YEAR

1.1 Operating Result

The operating result for the year was a Deficit of \$6.909 million as compared with a Surplus of \$40.963 million in the previous year.

The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

Waverley Council

Our Financial Performance

	2009	% of Total	2008	% of Total	Increase (Decrease)
	\$000		\$000		\$000
Revenues before capital items					
Rates & annual charges	35,715	47%	34,817	30%	898
User charges, fees & other revenues	31,904	42%	75,055	65%	(43,151)
Grants & contributions provided for operating purposes	6,630	9%	5,927	5%	703
Interest & investment revenue	2,368	3%	-	0%	2,368
	76,617	100%	115,799	100%	(39,182)
Expenses					
Employee benefits & costs	43,416	49%	39,985	51%	3,431
Materials, contracts & other expenses	32,002	36%	30,933	39%	1,069
Depreciation, amortisation & impairment	11,891	14%	7,432	9%	4,459
Interest & investment losses	-	0%	103	0%	(103)
Borrowing costs	489	1%	577	1%	(88)
	87,798	100%	79,030	100%	8,768
Surplus(Deficit) before capital items	(11,181)		36,769		(47,950)
Grants & contributions provided for capital purposes	4,272		4,194		78
Net Surplus(Deficit) for the year	(6,909)		40,963		(47,872)

The table above shows an overall decrease over the previous year of \$47.872 million and can be attributable mainly to the following;

- fair value decrease of investment properties of \$6.354 million as compared with an increase of \$37.393 million in the previous year;
- depreciation on buildings increased by \$4.275 million to \$5.249 million as a result of depreciating buildings in accordance with the implementation program of asset revaluations;
- the increase in employee costs of \$3.431 million included a 7.3% increase in salaries and wages of \$2.187 million and a 91.2% increase in workers' compensation insurance of \$1.042 million; and
- interest and investment revenues of \$2.368 million as compared with a loss of \$103,000 in 2008.

1.2 Funding Result

The operating result does not take into account all revenues and all expenditures and in reviewing the overall financial performance of Council it is useful to take into account the total source of revenues and where they were spent during the year which is illustrated in the table below.

Waverley Council

Our Financial Performance

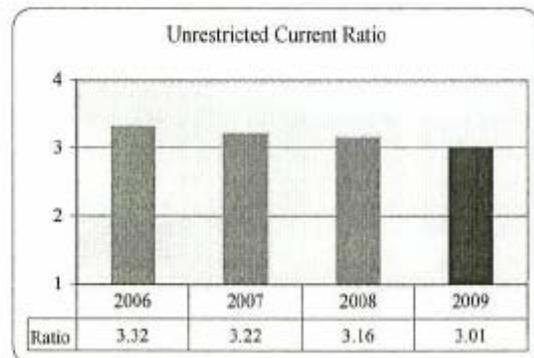
	2009	2008
<i>Funds were provided by:-</i>	\$000	\$000
Operating Result (as above)	(6,909)	40,963
Add back non funding items:-		
- Depreciation, amortisation & impairment	11,891	7,432
- Book value of non current assets sold	54	743
- (Gain)Loss of fair value to investment properties	6,354	(37,393)
	11,390	11,745
Decrease/Redemption in Non Current Investments	0	2,703
Transfers from externally restricted assets (net)	0	749
Transfers from internal reserves (net)	4,750	0
Net Changes in current/non current assets & liabilities	2,152	943
	18,292	16,140
 <i>Funds were applied to:-</i>		
Purchase and construction of assets	(11,498)	(12,458)
Increase/Purchase in Non Current Investments	(4,267)	0
Principal repaid on loans	(1,421)	(1,467)
Transfers to externally restricted assets (net)	(562)	0
Transfers to internal reserves (net)	0	(4,111)
	(17,748)	(18,036)
 Increase(Decrease) in Available Working Capital	544	(1,896)

2. FINANCIAL POSITION

2.1 Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$24.869 million representing a factor of 3.01 to 1.



2.2 Available Working Capital – (Working Funds)

A more meaningful financial indicator specific to local government is the level of **Available Working Capital**. Net Current Assets are adjusted by eliminating both external and internal restrictions held for future purposes.

At the close of the year Available Working Capital stood at \$4.211 million as detailed below;

Waverley Council

Our Financial Performance

	2009	2008	Change
	\$000	\$000	\$000
Net Current Assets (Working Capital) as per Accounts	14,315	19,572	(5,257)
<i>Add:</i> Payables & provisions not expected to be realised in the next 12 months included above	15,886	14,758	1,128
Adjusted Net Current Assets	30,201	34,330	(4,129)
<i>Add:</i> Budgeted & expected to pay in the next 12 months			
- Borrowings	1,376	1,421	(45)
- Employees leave entitlements	5,326	4,901	425
- Deposits & retention moneys	1,792	1,687	105
<i>Less:</i> Externally restricted assets	(5,332)	(4,770)	(562)
<i>Less:</i> Internally restricted assets	(29,152)	(33,902)	4,750
Available Working Capital as at 30 June	4,211	3,667	544

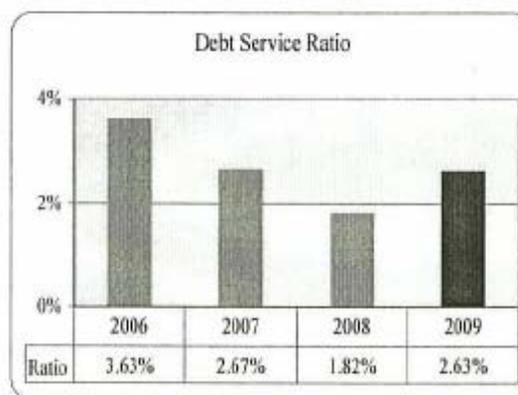
The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures.

Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside, we are of the opinion that Available Working Capital as at 30 June 2009 was sound.

2.3 Debt

Operating revenue (excluding special purpose grants and contributions) required to service debt (loan repayments) was 2.63%.

Principal and interest paid during the year was \$1.910 million leaving total debt as at 30 June 2009 at \$7.094 million (2008 - \$8.515 million).



2.4 Summary

Council's overall financial position, when taking into account the above financial indicators is, in our opinion, sound.

3. CASH ASSETS

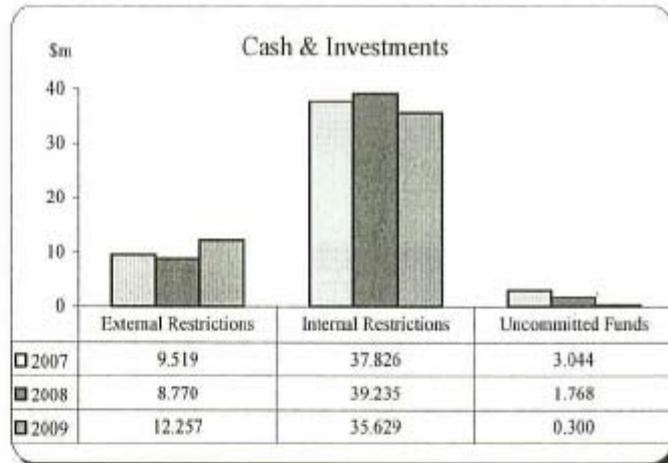
3.1 Cash & Investments

Cash and investments securities totalled \$48.186 million at the close of the year as compared with \$49.773 million in 2008 and \$50.389 million in 2007.

Waverley Council

Our Financial Performance

The table alongside summarises the purposes for which cash and investments were held.



Externally restricted cash and investments are restricted in their use by externally imposed requirements and consisted of unexpended development contributions under Section 94 of \$1.666 million, domestic waste management charges of \$7.933 million and specific purpose grants and environmental levies of \$2.658 million.

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council's "**Reserves**". These Reserves totalled \$35.629 million and their purposes are more fully disclosed in Note 6 of the financial statements.

Unrestricted cash and investments amounted to \$300,000.

3.2 Cash Flows

The Cash Flow Statement illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that Cash Assets decreased by \$9.775 million to \$15.131 million at the close of the year.

In addition to operating activities which contributed net cash of \$11.947 million were the proceeds from the redemption of investment securities (\$17.969 million) and sale of assets (\$26,000). Cash outflows other than operating activities were used to repay loans (\$1.421 million), purchase investment securities (\$26.454 million) and to purchase and construct assets (\$11.842 million).

4. RECEIVABLES

4.1 Rates & Annual Charges (excluding interest & extra charges)

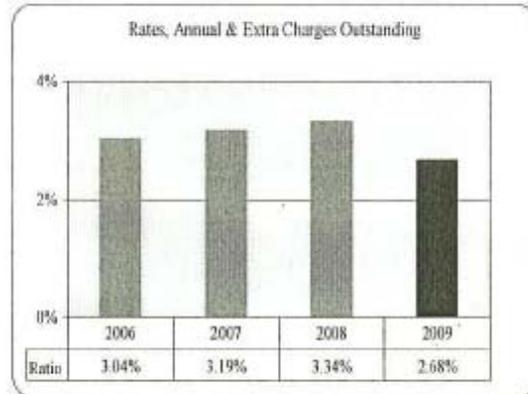
Net rates and annual charges levied during the year totalled \$35.715 million. Including arrears, the total rates and annual charges collectible was \$36.727 million of which \$35.920 million (97.80%) was collected.

Waverley Council

Our Financial Performance

4.2 Rates, Annual & Extra Charges

Arrears of rates, annual & extra charges stood at \$993,000 at the end of the year & represented 2.68% of those receivables.



4.3 Other Receivables

Receivables (other than rates & annual charges) totalled \$8.780 million and included parking fines of \$6.334 million.

Those considered to be uncertain of collection have been provided for as doubtful debts amounting to \$1.308 million of which unpaid parking fines accounted for \$1.221 million.

5. PAYABLES

5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$18.459 million.

Internally restricted cash and investments of \$3.692 million was held representing 20% of this liability and was, in our opinion, adequate to enable Council to meet unbudgeted and unanticipated retirements.

5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$5.120 million and were fully funded by internally restricted cash and investments.

6. REVALUATION OF ASSETS

The valuation at 'fair value' of Council's infrastructure, property, plant and equipment is being introduced in a staged approach. In previous years several asset categories, including operational land and buildings and plant and equipment have been revalued.

Fair valuation of remaining asset categories, including transport infrastructure (roads, bridges and footpaths), drains, community land and other structures, will be required over the next two reporting years. The Department of Local Government has issued guidance on the revaluation implementation plan which outlines the major steps and suggested timeframes.

Waverley Council

Our Financial Performance

We have discussed the guidelines and milestones with management and advise that nothing has come to our attention to suggest that Council will not satisfactorily complete the remaining revaluation projects within the required timeframes.

7. CONCLUSION

We wish to record our appreciation to your General Manager and his staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,
SPENCER STEER
Chartered Accountants

N. MAH CHUT
Partner

Waverley Council

Terms Used in This Report

Activities	Activities outline the means by which Council achieves its strategies.
CALD	Culturally and Linguistically Diverse.
Capital Works	Public works projects that result in provision of long term assets or facilities for the community. This may include rehabilitation or improvement of existing assets as well as acquisition or construction of new assets. Funding for capital works projects is separate from annual funding for recurring operating costs.
Clients	A regular user of Council services. Council may have a one to one relationship with a client and receive special funding to assist in providing the service used by the client (see also customers).
Community Consultation	The way we inform the community and ask them for their views and ideas about Council's proposed actions, policies and priorities.
Council Area	Replaces the older term municipality and refers to all land and property within the Waverley Council boundaries.
Customer	A person who uses Council's services (see also client).
DA	Many renovations, new buildings, change of use of a building, land subdivisions and so on require approval from Councils which is sought by making a Development Application or DA. This allows Councils to control development in accordance with their plans and policies.
DCP	A Development Control Plan provides more specific detail on controlling development and which often relates to specific types of development eg. on units or commercial development or to ensure access or safety. Currently Waverley has one DCP covering the whole LGA.
Department	Refers to the main units of responsibility within Waverley Council's organisation. We have four main Departments together with the General Manager's Unit.
Directions	An ongoing purpose towards which Council effort is directed. Directions are ambitious. Each chapter in our Management Plan has several Directions.
EAP	Environmental Action Plan. The EAP integrates Council's environmental planning into our broader strategic planning framework. The Plan is written around the key issues of Greenhouse Gas Emissions, Water, Waste and Biodiversity.
EEO	Equal Employment Opportunity - Council's policy of ensuring that every job applicant and employee has fair access to all workplace opportunities and benefits, regardless of his or her gender, race, marital status, age, sexual preference, disability, or pregnancy. It ensures merit-based employment and support for our people, enabling them to do a good job and maximise their potential according to their skills and abilities.

Waverley Council

Terms Used in This Report

ESD	Environmentally Sustainable Design is development that minimises reliance on natural resources and has less adverse impacts on the surrounding environment. It requires the effective integration of economic and environmental considerations in decision-making processes. Its broad intent is to minimise the adverse impacts of development on the environment and is achieved through the implementation of a number of principles, such as inter-generational equity, and programs
Greenlinks	A Council policy to create or improve pedestrian and cycle links between parks, schools and other special places in and around Waverley. These links are green, safe, look and feel good and promote biodiversity. Such links create improved wellbeing in the community and protect, nurture and enhance our natural environment.
LGA	Local Government Area refers to all land and property that make up a Council Area. In the case of Waverley this means all land and property within the Waverley Council boundaries.
LEP	A Local Environmental Plan is a planning document with legal status that tells the community what land can be used for and controls development. Currently Waverley has two LEPs: the Waverley LEP 1996 and the Waverley and Woollahra Joint LEP 1991—Bondi Junction Commercial Centre.
LTFS	Long Term Financial Strategy. Council's LTFS is designed to show the financial impact of providing different levels of services, as well as different programs of capital works. The Strategy contains a set of long range financial projections based on an informed set of assumptions the future.
Looking Good Strategy	A Council strategy to create areas that look and feel good, and are clean, green and well maintained with improved design and function.
Management Plan	Describes the strategic intent of the Council and provides a management tool for its achievement. It also includes a revenue policy that states how we will fund our activities.
Measures	The types of information which, when collected, will show whether we have been successful in achieving each.
Mission	Describes how the Council will contribute to the fulfilment of the Vision.
Neighbourhood or Village	The formal definition is an area with distinctive characteristics where people live near one another. However, nowadays people often use 'neighbourhood' or 'village' to describe interconnected local communities that have a strong sense of identity where day to day life is made easier by having a centre within walking distance where people can gather and have their basic shopping and service needs met.

Waverley Council

Terms Used in This Report

Pricing Policy	A collection of the principles, which underlie the setting of a fee or charge for goods or services provided by Council eg., user pays, cross subsidisation, equity, polluter pays, customer service etc. Waverley's pricing policy includes a full list of fees and charges levied for various goods and services.
Revenue Policy	Provides details of the sources, amounts and bases of calculation of the revenue (income) to be raised in the next year.
Stakeholder	Any group or individual who can affect or is affected by the achievement of the organisation's objectives.
Strategies	Each Direction in our Strategic Plan has several strategies; each strategy usually consists of a number of activities to achieve the overall purpose of the plan, or for the Management Plan, the overall Direction.
SAMP	Our Strategic Asset Management Plan assists Council to achieve best practice in the management of its physical assets and infrastructure ensuring management is aligned with Council's objectives, is capable of supporting Council's stated social environmental and financial outcomes, and meets the community's needs.
Target	The desired level of achievement for each activity according to the Measure selected.
TIS	Telephone interpreter service. A service operated by the Federal Government that provides on-call interpreter services.
Values	Underlying attitudes and beliefs which are highly regarded.
Vision	Describes the long-term picture of the community of Waverley and the future for which it is striving.
Year	Means the period from July 1 to the following June 30.

Waverley Council

Cnr Paul Street & Bondi Road
Bondi Junction

PO Box 9
Bondi Junction 2022

DX 12006 Bondi Junction

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GENERAL BUSINESS **9369 8000**

GENERAL FAX **9387 1820**

TTY FOR HEARING IMPAIRED **9389 9827**

AFTER HOURS EMERGENCIES **9369 8000**

Your call will be directed to the
appropriate area.

