

WAVERLEY COUNCIL

Delivery Program

2013-17



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PART 1 - FOREWORD



Message from the Mayor



Welcome to the *Delivery Program 2013 – 2017*. Waverley has been a leader and trailblazer under the Integrated Planning and Reporting Framework and I'm delighted to share with you the specific actions that Council intends to take to deliver both the community and Council's vision for the next four years. Already this term we have undertaken community consultation on our Strategic Plan – *Waverley Together 3* – to reconfirm the community's long term vision and aspirations for Waverley. This consultation has helped us focus on areas where the community's expectations still need to be met. We understand that all three tiers of Government need to work together to deliver our Community's expectations but Council is the main provider, delivering 150 services.

From these services 268 'deliverables' have been identified for the next four years. This Council's emphasis will be on financial responsibility to ensure that we keep our costs under control so that we can continue to deliver the services our residents need and to invest in infrastructure maintenance that is so critically needed. Some of these services relate to our family support services, library, affordable childcare and services for our young people, the elderly and especially people with a disability.

We have a long term Vision for the economic development of Waverley focussing on Bondi Junction which can provide many jobs for our residents. Additionally as part of our *Environmental Action Plan*, adopted in 2009, we are developing a plan to make the whole of Bondi Junction sustainable by introducing a distributed energy and recycled water network.

Our parks and beaches are so precious and well used and we will continue to place an emphasis on protecting them whilst improving our recreational facilities. The improvements to Bondi Park, the Beach and the Pavilion via our *Bondi Park Plan of Management* will ensure that this iconic area is reinvigorated for many years to come. All these improvements will be aligned with our environmental targets which relate to saving water, minimising pollutants in our stormwater, reducing greenhouse gas emissions and reducing waste.

Safety is an ongoing issue for our residents and emphasis will be made on improving safety in our public domain, our beaches and parks whilst working with the Police to manage alcohol related issues and crime prevention.

Traffic, public transport and parking are the most critical issues in all our residents' lives and together with our efforts to improve road, bike and pedestrian safety measures, we are working on our long term vision to introduce light rail from Bondi Junction to Bondi Beach.

My personal commitment is to continue and heighten our long standing association with the community by great engagement on the things that matter to them particularly on urban form, and quality of lifestyle.

A handwritten signature in black ink that reads "Sally Betts". The signature is fluid and cursive.

Cr Sally Betts
Mayor of Waverley

What we want achieve over the next four years

At the election on September 8th 2012 the Waverley community was given the opportunity to set the political direction for our community. The results gave a clear message to us as your elected representatives on the direction you want to see Waverley move. At the time we promised a few things during the campaign which were:

- Return Waverley to strong, prudent financial management
- Improve public services for a cleaner and tidier Waverley
- Deliver better parking solutions for residents
- Review the Residential parking Scheme
- Focus on light rail and other transport solutions
- Introduce more off-leash dog areas
- Improve Customer Service from all Council Departments
- Continue working for a reduction in alcohol fuelled anti-social behaviour
- Re-focus on dialogue and consultation with our community
- Progress Environmental Targets and
- Re-introduce an opening prayer to Council meetings and ensure our Judeo/Christian values are respected

Since the election Council has started on delivering quite a few of those things but we are proposing a number of more significant changes which we believe our Delivery Program will achieve over the next four years.

Council has a broad long term Vision for the organisation which it believes will assist the community achieving their long term aspirations as set out in *Waverley Together 3*. In particular:

- We really want to turn Waverley Council from a NO council into YES council. In the past, quite often when a question was asked - the answer was NO. Now at the very least we want us to say 'YES we will evaluate whatever...' and then make a decision. So rather than finding way of not doing things we want the organisation to think of ways to do them.
- We want to increase the strategic importance of Waverley to the State Government and other councils.
- We will really embrace our new Economic Development Department.
- We will turn Bondi Junction into a fantastic sub regional centre.
- We want to make places where people want to be, not just roads and buildings.
- We want to continue to be a leader as far as environmental sustainability is concerned and really make a difference on every aspect of our environment.
- We want to become financially viable into the future and ensure that we get productivity gains.
- We want to be a Leader of Councils, and
- Most importantly we want to achieve internal efficiencies within Council itself. To do that we need to break down the silos within the organisation. It will certainly help if we can put our staff in one building which will automatically improve department to department communication
- We want to teach every single staff member to think strategically.

These are the strategic priorities we want to see this Delivery Program achieve over the 2013-17 period.

The State Government has signaled that it wants to review the structure and responsibilities of local government. An Independent Local Government Review Panel has been established to look at this issue with its final report due to be completed by September 2013. The Panel has raised the issue of amalgamations particularly within metropolitan Sydney with a proposal to rationalise the number of councils from 43 down to 15. This Council will not shy away from discussing amalgamations, and indeed it is already taking a proactive stance on this matter.

We strongly believe in doing 'what's best for the Waverley community' and do not believe it is in the best interests of our community to be part of a 'Global' Sydney Council as suggested by the Panel which would amalgamate Sydney, Woollahra, Waverley, Randwick, Botany, Marrickville and Leichhardt to form a single council with a population of around 800,000. Such an option could create conflicts of interest in many areas, but specifically, as we try to bring jobs to Bondi Junction rather than the City.

When the Panel discusses 'communities of interest' we do not see that community of interest between our residents and those of the City, Marrickville and Leichhardt. All of the seven Councils affected by this proposal do not want to be part of the 'Global Sydney Council'.

However, the Panel may have a point that there are too many Councils in Metropolitan Sydney. Therefore the question has to be '*Under what circumstances would any amalgamation be good for our residents?*' Obviously no Council should consider amalgamation unless it was confident that residents would be better off in a larger Council. Councillors and staff have to ensure we protect the greater good for our residents. To ensure that we do have all the facts available to make any decision we have been working proactively with Woollahra and Randwick to discuss issues that may arise if an amalgamation takes place. Additionally we are working with 16 other Councils in SSROC (Southern Sydney Regional Organisation of Councils of which the Mayor is the Senior Vice President), to see how we can increase the services that we can share to deliver financial savings for our residents. If we find that some model of amalgamation could deliver better services to our residents then we should consider it. There is a long road ahead to make sure we have all the facts available to even think about the issue.

PART 2 - OVERVIEW



Our community's

Vision

We are united by a common passion for our beautiful home between
the city and the sea.

Inspired by the magnificent landscape of Waverley and by the gifts we have inherited
from those who have been here before us, we dream of a fulfilling life where...

we are safe

we are reconciled with and value our indigenous past

connections within families and between generations can remain unbroken

we are inspired and able to renew our physical and spiritual wellbeing

everyone is welcome to participate positively in community life

we can express our essential selves through our traditions, our arts,
our cultures and our lifestyles

we act together as a compassionate society

the beauty of our beaches, cliffs and coastal lands endures

the architectural landscape is cared for and developed at a human scale and
design is sensitive to the natural, historical and social contexts

vital services are fully accessible

scarce resources are conserved and fairly shared

local economic prosperity provides opportunities for all

as a local community we have the courage to take a leading place in achieving
the environmental aims of a global society

we are confident our leaders will reflect thoughtfully on our views and
best interests when making decisions for our future

These are the aspirations of our hopeful generation.

*We recognise the need to commit to this vision of our future with
energy so we can pass these gifts to our children
and they to theirs.*

Waverley Council's

Mission and values

Through its detailed Integrated Engagement Strategy, Waverley Council has taken note of the breadth and depth of community priorities and articulated these in a Vision for the Waverley community. Council's Mission is **to take a leading role in partnership with other levels of government, businesses and community groups and individuals to make the community's vision a reality.**

In doing this, we rely on our commitment to and cohesion as a professional, friendly and ethical Council that consults with and listens to the community. We pride ourselves on bringing the following values alive in our daily activities.

GREAT LEADERSHIP

Great 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 our teams 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 behaviour 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.

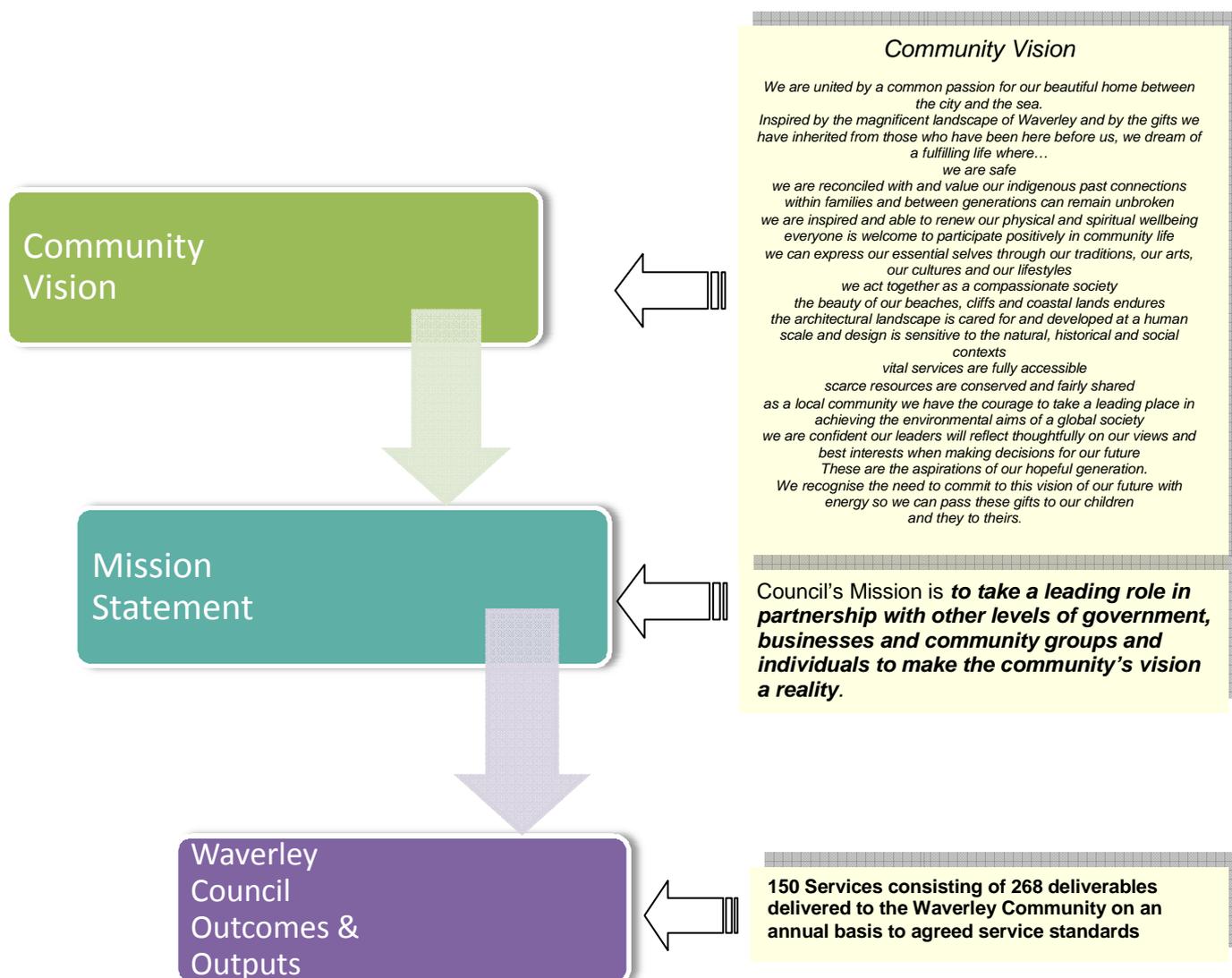
GETTING THE JOB DONE SAFELY, SUSTAINABLY AND ON TIME

Getting the job done means providing a service efficiently, effectively and in the safest possible manner within agreed timeframes and due regard for the environment.

The relationship between the Community's Vision and Council's Mission

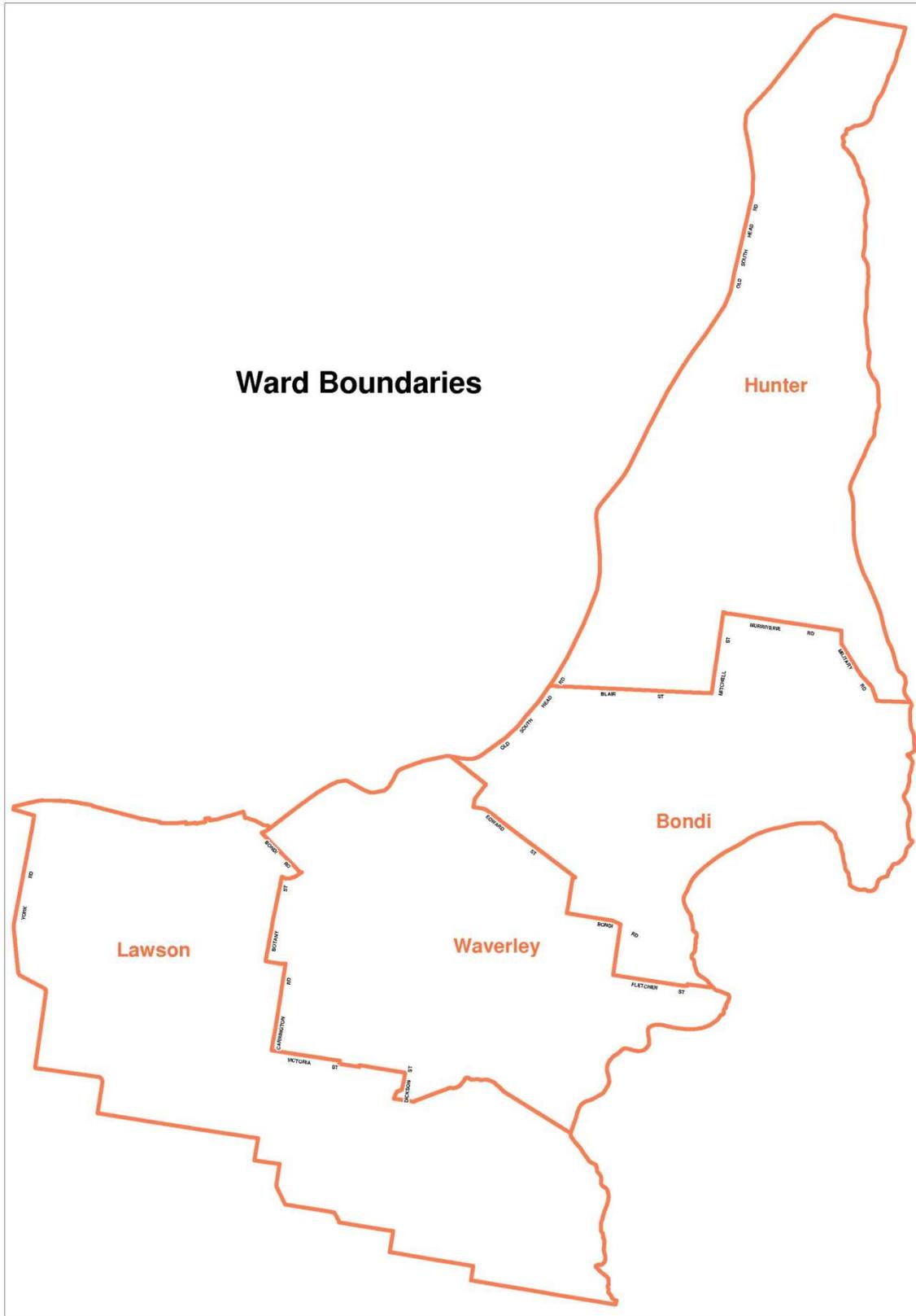
In 2010 the Waverley community identified their long term aspirations which became the core of *Waverley Together 2*. This vision has been re-examined as part of the review of *Waverley Together 2* and the development of ***Waverley Together 3*** and has been found to still hold true in respect of encapsulating the community's long term aspirations. This Vision works in concert with Waverley Council's Mission which sets out how the Council will assist the community in turning their vision into a reality. Diagram 1 shows the relationship between the Community Vision and Council Mission and how it determines the services the Council will deliver.

Diagram 1: the relationship between the Community Vision and Council's Mission Statement



Your Elected Representatives

Waverley Council consists of 12 Councillors elected from within four wards (Hunter Ward, Bondi Ward, Lawson Ward and Waverley Ward). See Map below for Ward boundaries.



Waverley Council Councillors by Ward

HUNTER WARD



Sally Betts (Mayor) - Liberal
(H) 9130 3250
(M) 0425 363 530
sallyb@waverley.nsw.gov.au



Leon Goltsman - Liberal
(H) 8006 2799
leong@waverley.nsw.gov.au



Miriam Guttman-Jones
- Independent
(H) 9371 1412
miriamgj@waverley.nsw.gov.au

BONDI WARD



Joy Clayton - Liberal
(M) 0409 308 430
joyc@waverley.nsw.gov.au



Dominic Wy Kanak - Greens
(W) 9369 8027
(H) 9130 8460
dominick@waverley.nsw.gov.au



John Wakefield - Labor
(M) 0427 023 987
johnw@waverley.nsw.gov.au

LAWSON WARD



Angela Burrill - Liberal
(H) 9114 8981
angela@waverley.nsw.gov.au



Andrew Cusack - Liberal
(H) 9114 8986
andrew@waverley.nsw.gov.au



Paula Masselos - Labor
(M) 0419 292 207
paulam@waverley.nsw.gov.au

WAVERLEY WARD



Tony Kay (Deputy Mayor) Liberal
(H) 9365 7707
(F) 9365 7707
tonyk@waverley.nsw.gov.au



Bill Mouroukas - Liberal
(M) 0421 341 815
billm@waverley.nsw.gov.au



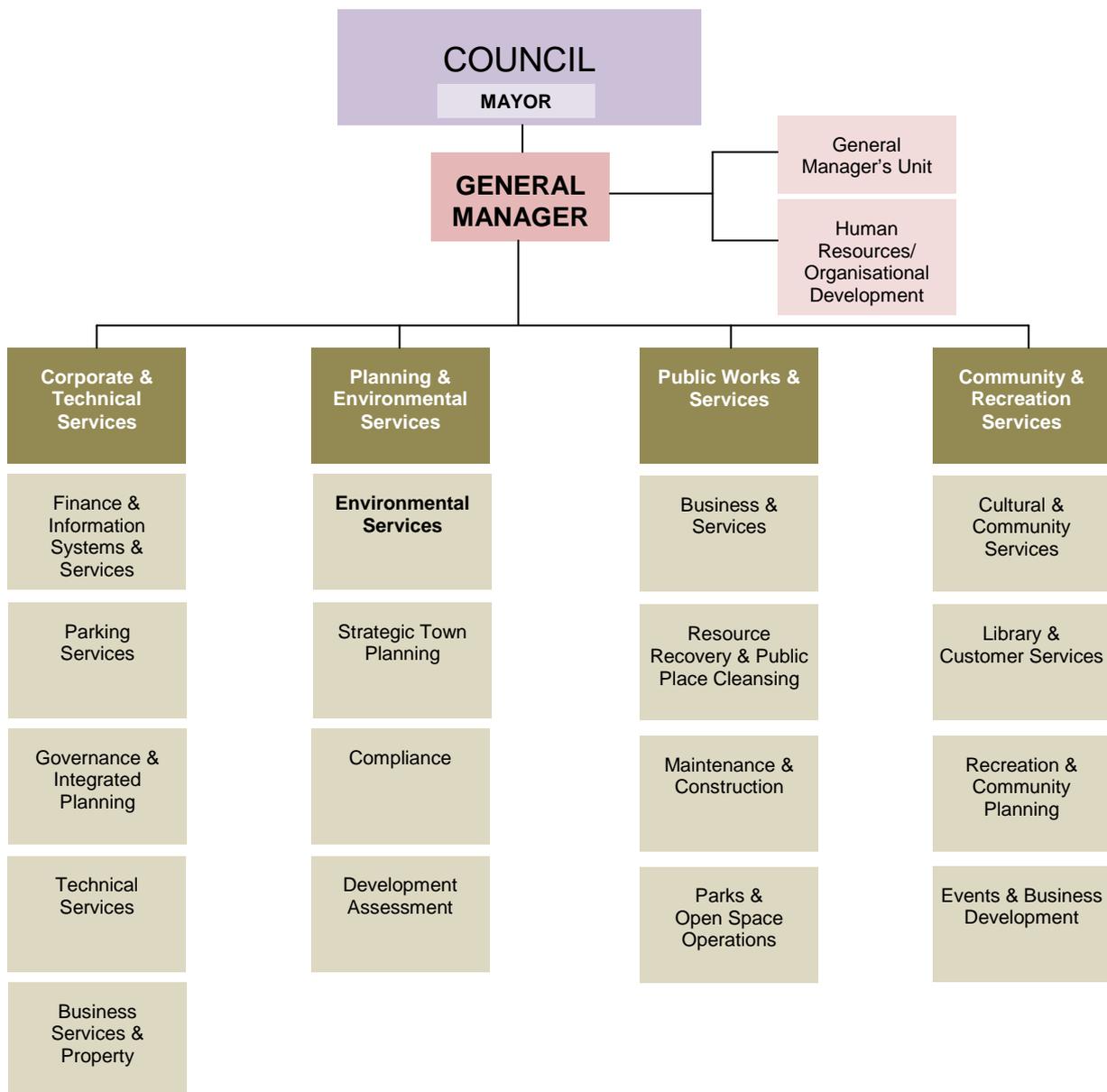
Ingrid Strewé - Labor
(H) 9389 7299
(F) 9389 4369
ingrids@waverley.nsw.gov.au

How Council is organised

The role of the elected council is to represent the Waverley Community, decide on the Council's strategic direction and set its policy direction, and allocate and monitor the use of Council resources through the budget process. The Council appoints a General Manager to effectively and efficiently manage the day-to-day operation of the organisation and to implement its decisions.

Waverley Council is organised into a General Manager's Unit and four Departments. The Departments are divided into Divisions to deliver a range of functions and services. Diagram 2 sets out this Organisational Structure.

Diagram 2: Waverley Council's Organisational Structure



What is the Delivery Program?

The Integrated Planning and Reporting legislation recognises that Waverley Council has a major role in assisting the community on its journey towards achieving its long term vision and sustainability as set out in its Community Strategic Plan **Waverley Together 3**. Waverley Council is a major service provider within the Waverley community where it delivers 150 services and has in place a range of plans and policies which impact directly upon the daily lives of residents (see Appendices 1 & 2). **Waverley Together 3** recognises that despite the provision of this large number of services the Council cannot deliver everything which will achieve sustainability within the four quadrants of community, living, environment and governance, hence the need for partnerships to be developed across all those participants outlined in the diagram on the following page.

Waverley Council is the level of government which is 'closest' to the people which means it is a major player in helping the community achieve its long term aspirations. Waverley Council's response to the community's long term vision and aspirations is set out in its **Delivery Program** and **Operational Plan**. Integrated Planning & Reporting requires the Council to develop a four-year Delivery Program and a one-year sub-plan (the Operational Plan) which show the strategies and activities that will be undertaken by the Council to maximise progress towards the directions identified within the Community Strategic Plan (**Waverley Together 3**).

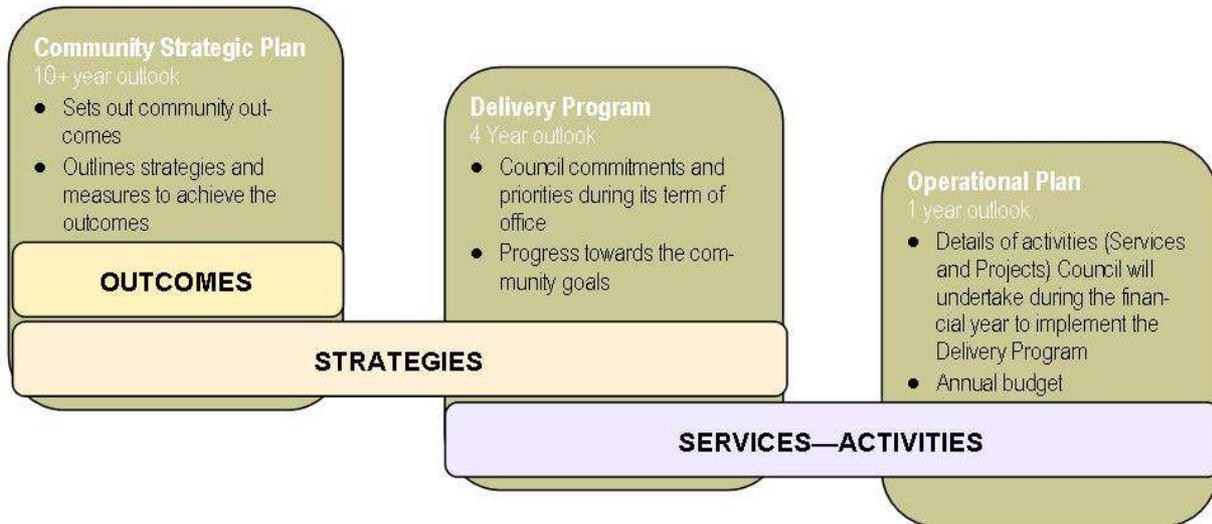
The Delivery Program is based upon the four year term of the elected Council and sets out Waverley Council's strategies and activities (services and projects) it will undertake during the four year elected term of its councillors. The **Delivery Program 2013-17** sets out the things this Council will need to 'deliver' in the second **four years** of our 12 year Community Strategic Plan, **Waverley Together 3**.

At the beginning of each new Council term a Delivery Program is required to be prepared. The Delivery Program is then reviewed and reported on at the end of the Council's term of office through the production of an *End of Term Report*. This helps to ensure that each new Council is focussed on what the community wants from them in the short term, but without losing sight of the longer term goals.

Every year the Council is also required to develop an Operational Plan (which is a sub-plan of the Delivery Program) setting out the specific activities (services and projects) it will undertake on an annual basis. The Operational Plan sets out the key activities (deliverables), actions, budgets and performance measures Waverley Council will employ during each financial year.

Diagram 3 on the next page shows the relationship between the Community Strategic Plan, Delivery Program and the Operational Plan. As can be seen here the Community Strategic Plan (**Waverley Together 3**) sets out the 'directions' or outcomes the community wants to see Waverley head towards. Within the Community Strategic Plan there are also the broad strategies setting out how the community will move towards these directions. The **Delivery Program** picks up these broad strategies and sets out the various 'deliverables' which will be employed by the Council to help the community move in the right direction. The **Operational Plan** (which is a sub-plan of the Delivery Program) then sets out the activities (deliverables), budgets and performance measures that will be undertaken by the Council within each financial year.

Diagram 3: The Relationship between the Plans

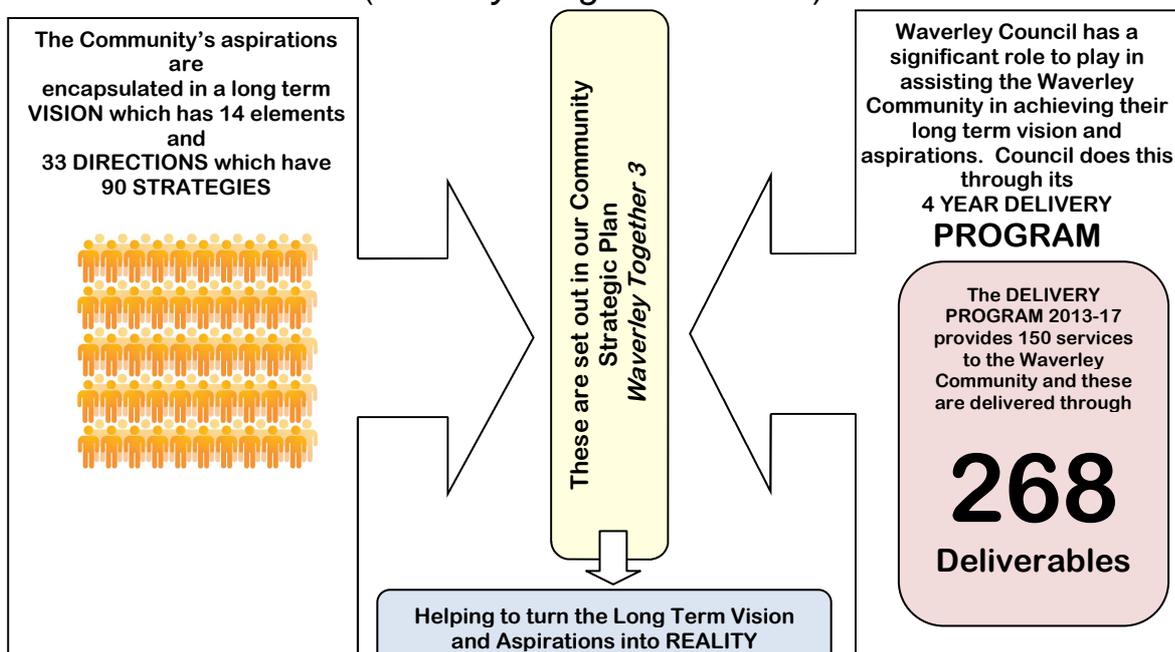


Waverley Together 3 and the Delivery Program

Waverley Together 3 is a costed set of 33 directions (or groups of strategies) to help us achieve 60 specific targets for improved quality of life in Waverley by 2025. The logic is that if we reach the targets it should result in achievement of our community’s particular vision for Waverley.

The strategies we have developed are underpinned by a wide range of specific activities (deliverables) in service delivery to propel us toward the vision. These are set out in the **Delivery Program 2013-17**. We can modify this activity list from time to time depending on community preference, funding availability or discovery of smarter ways of achieving a target. Diagram 4 shows the relationship between the Community Strategic Plan (*Waverley Together 3*) and the Delivery Program

Diagram 4: The relationship between the Community Strategic Plan (*Waverley Together 3*) and the Delivery Program (*Delivery Program 2013-17*)



Waverley Together 3 and the **Delivery Program 2013-17** have four main themes for achieving a sustainable lifestyle over the long term. Put simply we are trying to achieve:

- a **Sustainable Community**
- **Sustainable Living** including a sustainable local economy
- a **Sustainable Environment**, and
- **Sustainable Governance** including community participation in decision making

Waverley Together 3 sets out an overall vision for Waverley and targets for each of these themes.

The targets are detailed, specific, clear and measurable. They are about getting down to business. There are 60 targets or indicators of progress that will help us track movement towards our community's vision of what life should be like by 2025. There are:

- 15 targets for achievement of a sustainable community,
- 15 targets for achievement of a sustainable lifestyle and economy,
- 20 targets for achievement of a sustainable environment, and
- 10 targets for achievement of sound civic leadership and engagement in decision making.

These strategies and targets provide the structure of our Delivery Program.

The four main chapters of the Delivery Program detail each **deliverable** Council has committed to over the next four years – along with the responsible division/ service area within Council, the desired outcome of meeting this deliverable and how we will assess our progress against each deliverable.

More specific actions for each strategy and deliverable are set out in our **Operational Plan** which is adopted annually by Council. The Operational Plan is a twelve month program of works and services which sets out what Council will do over that year to meet the targets set by the community (from *Waverley Together 3* and the *Delivery Program 2013-17*).

Funding the Delivery Program – *Service Plus*

In 2010 when Council developed the Resourcing Strategy which underpinned *Waverley Together 2* and its first Delivery Program it was noted that:

“...over the 10 years from 2011/12 we have a deficit of funds for existing services in excess of \$120 million. If we include estimates of the funds necessary to repair the full backlog of asset maintenance the deficit is more in the order of \$150 million.”

To ensure Waverley Council could make the maximum contribution to the community's chances of achieving their long term vision, Council developed the *Service Plus* program. *Service Plus* is a \$1.5 billion service program over 11 years to help the community achieve its vision. It maintains Council's existing services and also allows it to enhance some others.

In consulting with the community about the development of *Service Plus* in 2010-11 the community's views were sought on three possible options which were:

- Option 1 Reducing Services
- Option 2 Maintaining Services, and
- Option 3 Enhancing Services

In response to these options the majority of the Waverley community:

- Strongly rejected any service cuts
- Expressed dissatisfaction with current levels of service, and
- Called for enhancements of current services in specified areas.

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A significant number of respondents also supported a rate rise to fund services necessary to

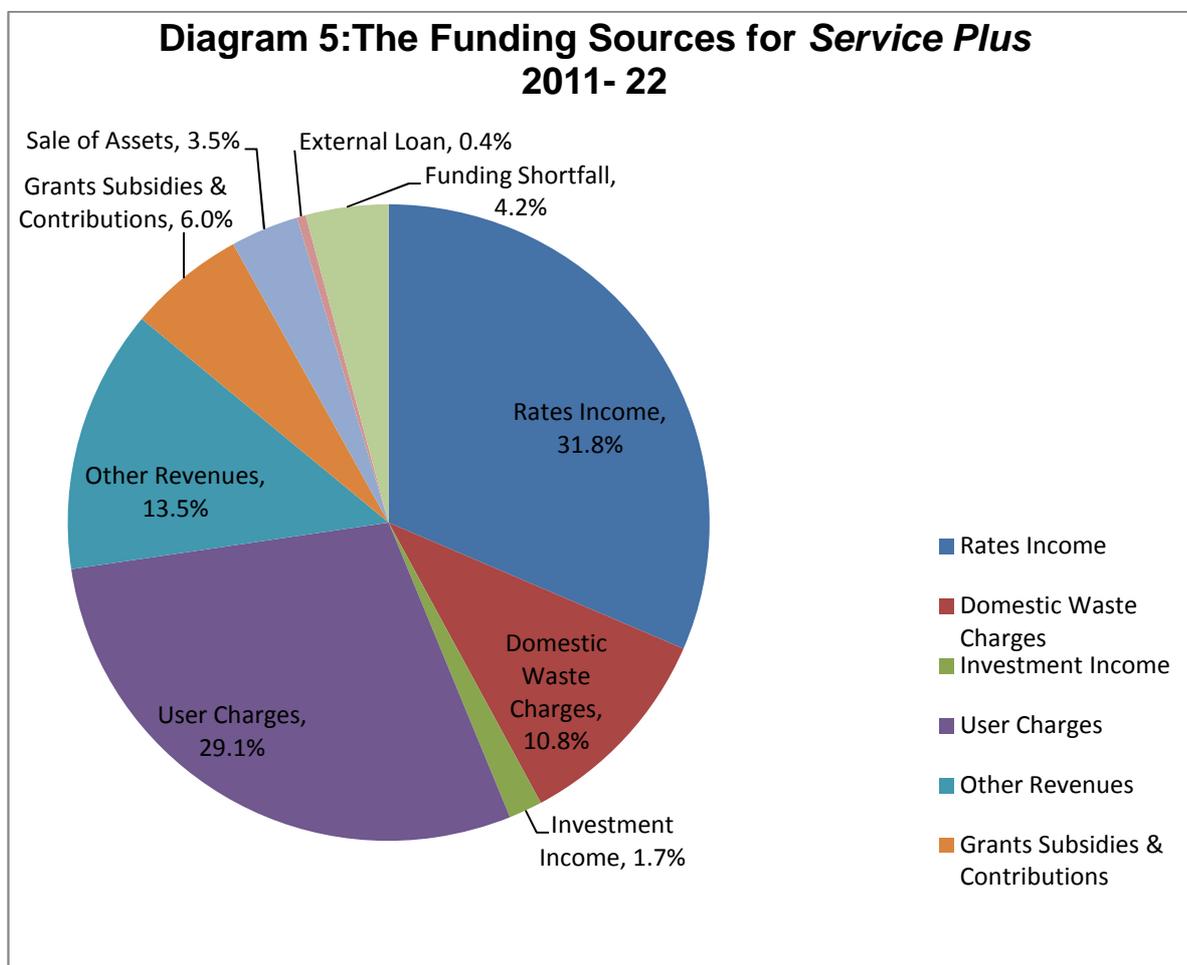
help deliver the Community Vision. Accordingly, Council put a business case to the Independent Pricing and Regulatory Tribunal (IPART) in 2010 for a rate increase to fund the full *Service Plus* package requesting an accumulative rate increase of 11.2 percent over seven years. IPART agreed that Council presented a sound business case for the increase and partially approved an increase to its rates of 14.5% in 2011/12, 13.5% in 2012/13 and 12.5% in 2013/14 with an option to further consult with the community to seek the proposed increases for the remaining four years (2015–18).

Service Plus came into effect as of 1 July 2011 when the first rate increase of 14.5% was applied. This provided the Council with an additional \$3,964,475 for that year which was utilised in the provision of 66 service enhancements. *Service Plus* has provided an additional \$4,212,878 in rate income for 2012-13 and will provide a further \$4,427,422 in the 2013-14 year.

Service Plus is not like other special rate variation funded programs. Other councils tend to use special rate variations either for infrastructure ‘catch up’ works such as the repair of roads, footpaths etc, or the provision of ‘new’ infrastructure such as the construction of new community facilities, youth centres, libraries, recreation centres etc.

Service Plus is all these things but provides more. It is a comprehensive service package and partnership program with other players which is built into Council's Long Term Financial Plan. It is Council's part of a holistic approach to the delivery of the community's vision.

Service Plus is funded not just by rates, but diversified by income that is sourced through multiple strategies set out in Council's *Long Term Financial Plan*. Despite the three year approved rate rise which increases rates by an accumulated 46.2%, rates will fund less than 32% of *Service Plus* enhancements over the coming decade. Diagram 5 below shows the funding sources Waverley Council will employ for the implementation of *Service Plus*.



So far the additional funding raised by *Service Plus* has been used to assist the funding of:

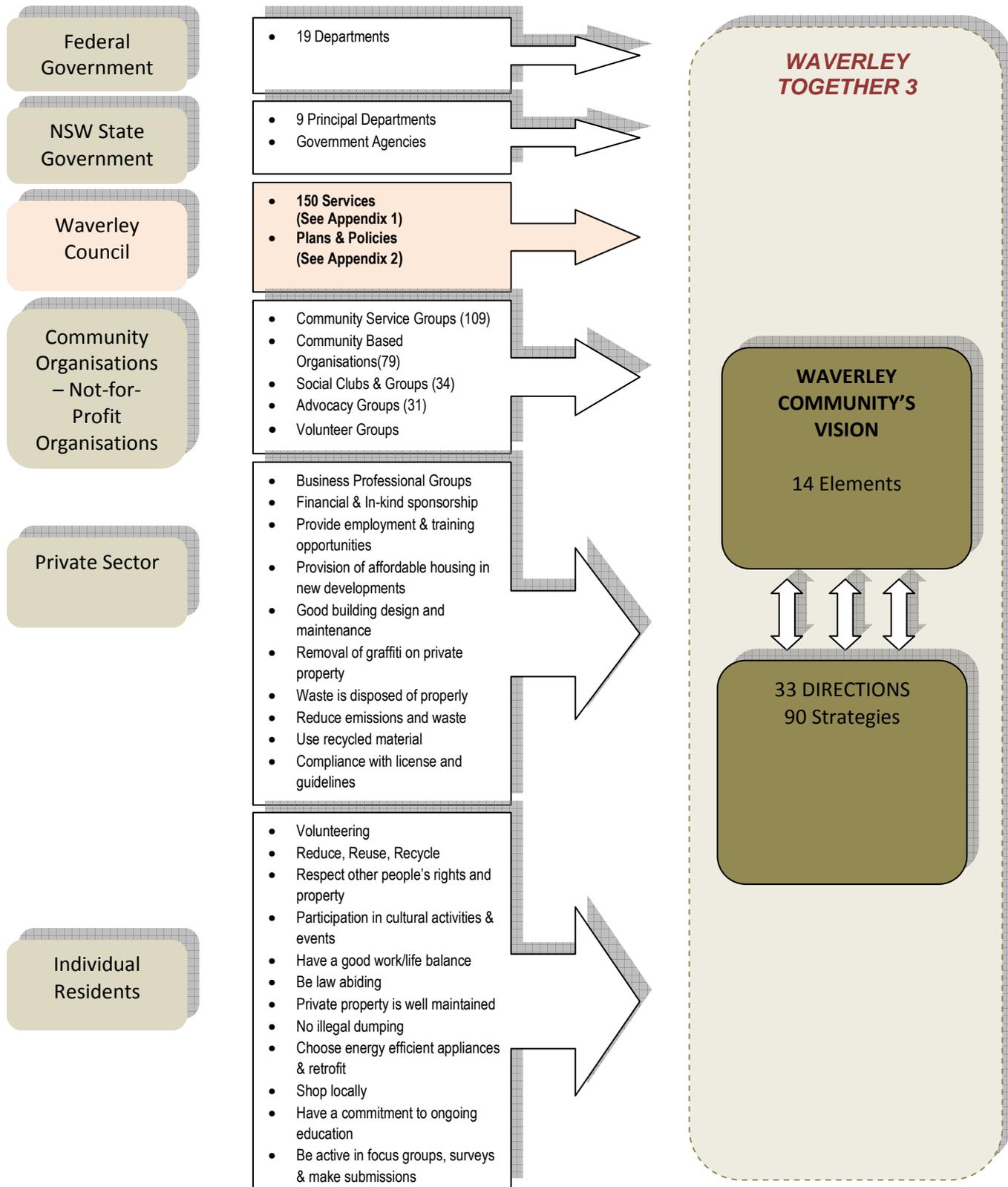
- The development of a new Works Depot for Council
- The construction of the Bondi Park South Public Toilet
- Increased graffiti removal throughout the LGA
- The construction of a new Child Care Centre
- Enhancement of road and kerb programs in various places throughout the LGA
- Footpath renewals and upgrades in various places throughout the LGA
- The construction of the Margaret Whitlam Recreation Centre in Waverley Park
- Stormwater drain upgrades and construction and flood retention in various locations
- The acquisition of lands for open space in Tamarama Gully
- A Plan of Management for Waverley Park
- Projects to reduce energy use and greenhouse gas emissions in Council buildings
- Projects to reduce water use at Council sites
- Feasibility assessment into the development of light rail transport
- Extra gardening staff for landscape care in various locations throughout the LGA
- South Head Cemetery fencing and restoration works
- Waverley Cemetery infrastructure renewal commencement
- Playground upgrades
- Biodiversity restoration projects in Tamarama Gully
- Extra Rangers and Compliance staff
- Extension of Greenlinks network of walking paths
- Street furniture and bus shelter upgrades
- Waverley Park netball, tennis and amenities areas
- Tamarama Lifeguard and Kiosk facilities
- Bondi Road footpath upgrades
- Tamarama Park Plan of Management works



We all have a role to play

As noted above, *Waverley Together 3* our Community Strategic Plan is not a Council plan – it is a ‘**community plan**’ owned by the residents of Waverley. We all have a role to play in realising this plan’s long term vision and aspirations. Waverley Council does this through the development and implementation of its Delivery Program (***Delivery Program 2013-17***). Waverley Council is but one of many organisations which can help make Waverley a better place to live. Also, individual residents have just as much a role to play in helping us all move closer to achieving the community vision. Diagram 6 shows how everyone can work together in achieving the journey towards sustainability and the important role that Waverley Council plays. However, it is important to note that ALL of the sectors in the following diagram have to work in partnership if we are to get Waverley where it desires to be.

Diagram 6: Waverley Council's contribution to assisting Waverley's journey towards sustainability



Waverley Council's role in contributing to the achievement of the Vision and 33 Directions

The Community Vision and 33 Directions identified in *Waverley Together 3* cover wide ranging issues and activities such as community safety, cultural heritage, housing affordability, health and quality of life, economic prosperity, road safety, environmental protection, transport, pollution control, greenhouse gas reduction, coastal management, good governance, customer service, community engagement and community leadership. Many of these areas do not fall directly within Waverley Council's jurisdiction or service delivery responsibility. As a result of this the Council has a limited role to play in the delivery of outcomes associated with these directions. However, Waverley Council does recognise it can contribute to achieving the directions in a number of different ways. Council can and does assume different roles such as being a:

- **PROVIDER** - where Council can be either the significant service provider or a joint-provider by providing a service in conjunction with other organisations.
- **FUNDER** – where Council funds an activity but it is delivered on its behalf by another provider (e.g. community organisation).
- **REGULATOR** – where Council regulates the delivery of an activity or service to ensure that the community interest is protected (e.g. public health inspections of restaurants)
- **PROMOTER OR FACILITATOR** – where council does not have responsibility to deliver a service but actively promotes its provision by another agency/organisation.
- **ADVOCATE** – where Council advocates on behalf of the community (e.g. making submissions on legislation etc.)

The table below provides examples of these roles that Waverley Council may fulfil in helping the community achieve their long term Vision as outlined in *Waverley Together 3*.

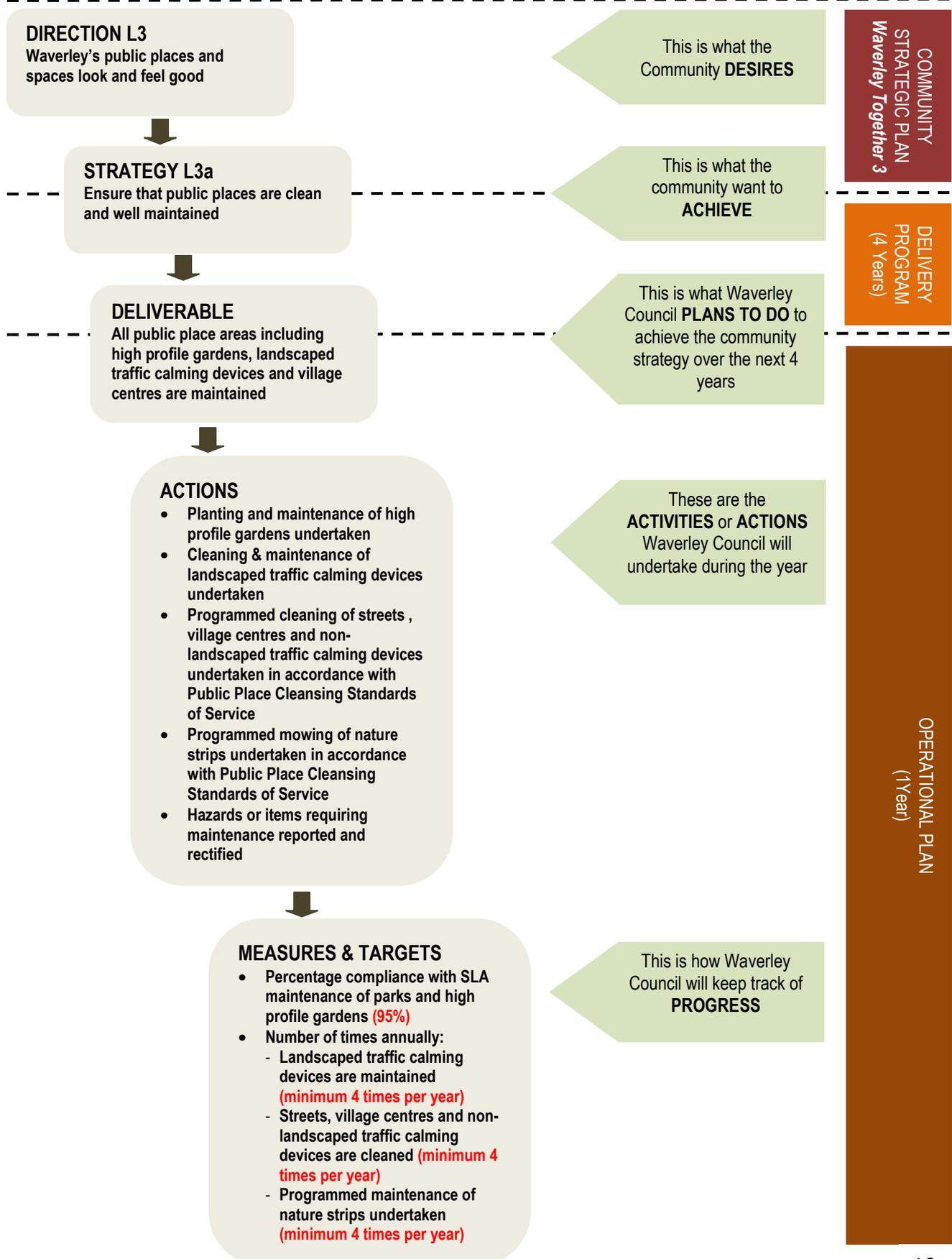
Examples of Waverley Council's role in achieving the Vision and Directions

PROVIDER	Child Care Centres	Waverley Council operates four centres to provide long day care for children at the Mill Hill Early Education Centre, the Bronte Early Education Centre, the Gardiner Early Education Centre and the Waverley Early Education Centre.
FUNDER	Street lighting	Street lighting is very important for illuminating our streets at night. Council pays Ausgrid and Momentum a contract amount per annum for the provision of street lights across our city.
REGULATOR	Health and Environmental Regulation	Waverley Council manages many aspects of environmental health in the Local Government Area through its Environmental Health Officers (EHOs). They deal with issues relating to public health, by proactive initiatives/incentive programs and inspections, ensuring prescribed health standards are being met and reactively by investigating and resolving reported problems Activities that must be registered by Council include: <ul style="list-style-type: none"> • Food businesses- including temporary food premises • Skin penetration procedures- including acupuncturists, tattooists, depilation and nail clinics • Hair salons and beauty salons • Public swimming pools • Boarding houses • Mortuaries • Cooling tower and warm water systems
PROMOTER & FACILITATOR	Road Safety	Safety on our roads is a very important issue for Waverley residents. The Council runs a range of safety programs promoting the safe use of our roads such as our <i>Bee Safe – Buzzy Bee Program</i>
ADVOCATE	Submissions	Council prepares a range of submissions on various matters that are of importance to Waverley residents e.g. changes to planning laws

Turning the Directions into reality

Within **Waverley Together 3** there are 33 Directions and 90 Strategies. So, how do these Directions as identified by the Waverley community end up becoming a reality? Waverley Council is a significant player in working with the community in helping to ensure the Directions become a reality. Diagram 7 provides a case study showing how a Direction identified by the Waverley community in **Waverley Together 3** influences the programs/services provided by Waverley Council which in turn result in specific strategies and activities delivered by the Council.

Diagram 7: The relationship between Directions, Strategies & Deliverables



What the Community has told us

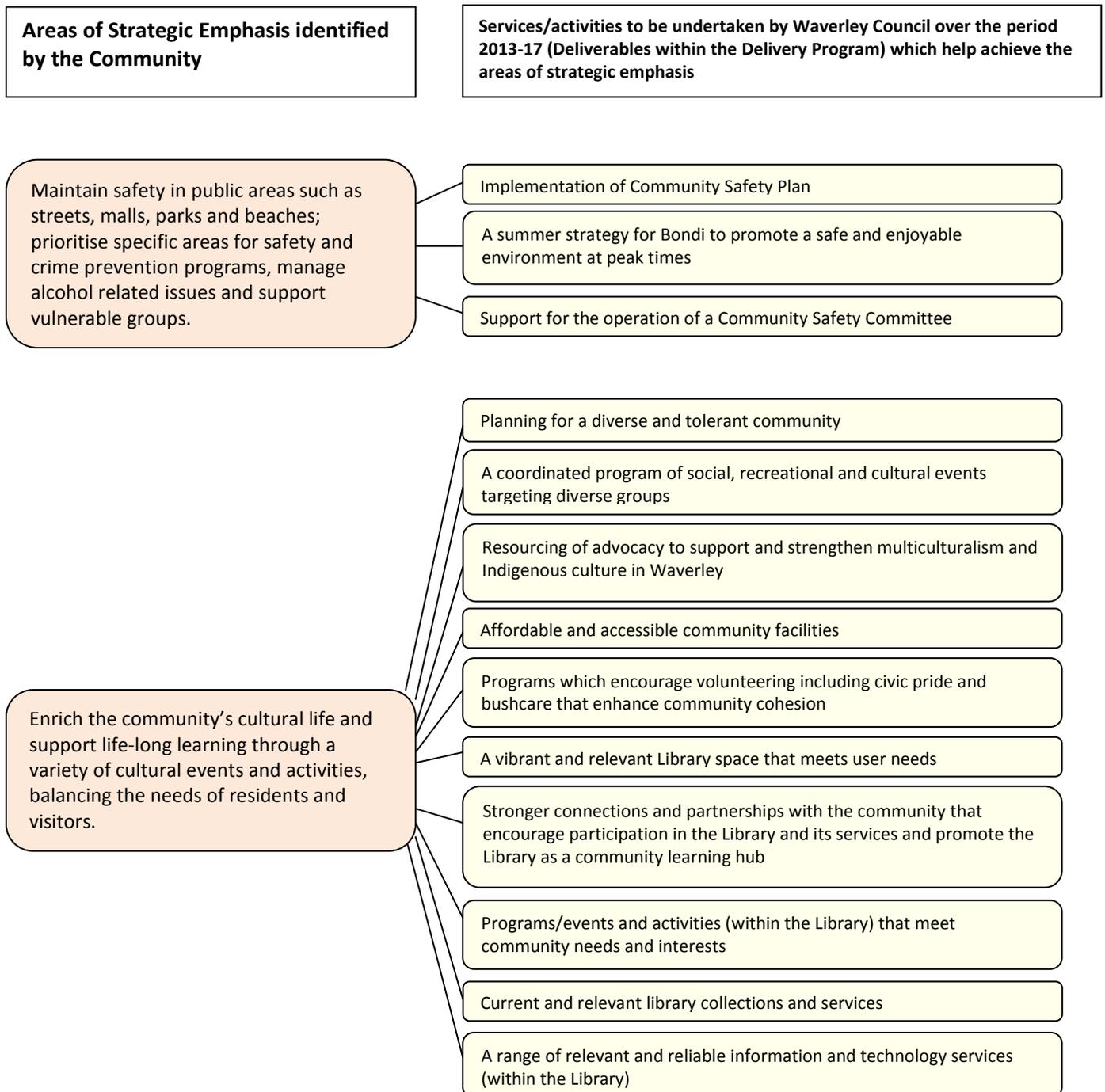
As part of the community engagement and review process for the development of *Waverley Together 3*, participants on the Community Panel were asked to identify suggested areas of strategic emphasis which they would like Waverley Council to concentrate upon within their Delivery Program. The table below summarises these areas of strategic emphasis.

Suggested areas of Strategic Emphasis arising from the Community Panel Workshops Nov 2012 – Feb 2013	
<p><i>Sustainable Community</i></p> <ul style="list-style-type: none"> ✓ Maintain safety in public areas such as streets, malls, parks and beaches; prioritise specific areas for safety and crime prevention programs, manage alcohol related issues and support vulnerable groups. ✓ Enrich the community's cultural life and support life-long learning through a variety of cultural events and activities, balancing the needs of residents and visitors. ✓ Continue to resource and diversify the funding sources of family support services, affordable childcare and programs for young people, older people and people with a disability. ✓ Retain, protect and improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts. 	<p><i>Sustainable Living</i></p> <ul style="list-style-type: none"> ✓ Reduce vehicle and pedestrian accidents by improving road and traffic safety measures. ✓ Create safe and accessible pedestrian and cycle links into and out of Waverley ✓ Use planning and heritage policies and controls to protect and improve the unique built environment ✓ Implement mass transit on Bondi Junction and Bondi Road corridor
<p><i>Sustainable Environment</i></p> <ul style="list-style-type: none"> ✓ Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places ✓ Minimise pollutants in stormwater discharged into waterways. ✓ Encourage and support community involvement in our environmental program ✓ Ensure no further loss of remnant vegetation. 	<p><i>Sustainable Governance</i></p> <ul style="list-style-type: none"> ✓ Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community's vision. ✓ Undertake long term financial and economic planning. ✓ Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability. ✓ Provide opportunities in a variety of forums for all stakeholders to contribute to community decision making.

Implementing the Community's Aspirations – What Council will do during the term of this Delivery Program

Members of the Community Panel suggested areas of strategic emphasis for this new Delivery Program. Set out on the following pages is an outline of the services/activities (deliverables) Waverley Council will be implementing over the next four years (2013-17) which will address these areas of strategic emphasis. In addition to these, there are a large number of other deliverables which Waverley Council will be undertaking over the next four years as its commitment to achieving the vision and aspirations of the community. These are set out in the Quadrant chapters of this Delivery Program.

Sustainable Community



Sustainable Community

Areas of Strategic Emphasis identified by the Community

Services/activities to be undertaken by Waverley Council over the period 2013-17 (Deliverables within the Delivery Program) which help achieve the areas of strategic emphasis

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

High quality affordable long day care and family day care for children aged 0 – 5 years and holiday and recreational programs for preschool children

Support to families and their children from 0 – 5 years including parenting program and counselling

An increase in the number of child care places provided by Council

Recreational, educational and social initiatives for young people

High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion

Services for over 50s including a seniors centre that offers recreational, physical, educational and social activities

Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups

Services for adults with mild intellectual disability to promote independent living

Individual support and medium term accommodation places for people with mild intellectual disability

Services for over 50s including a seniors centre that offers recreational, physical, educational and social activities

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

Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces

Sustainable , well maintained and well used recreation facilities

2008 Recreation Needs Study implemented

Recreation opportunities provided in response to community needs

Active and passive recreation facilities on Council land or through joint ventures

Sporting fields and other active recreation facilities upgraded

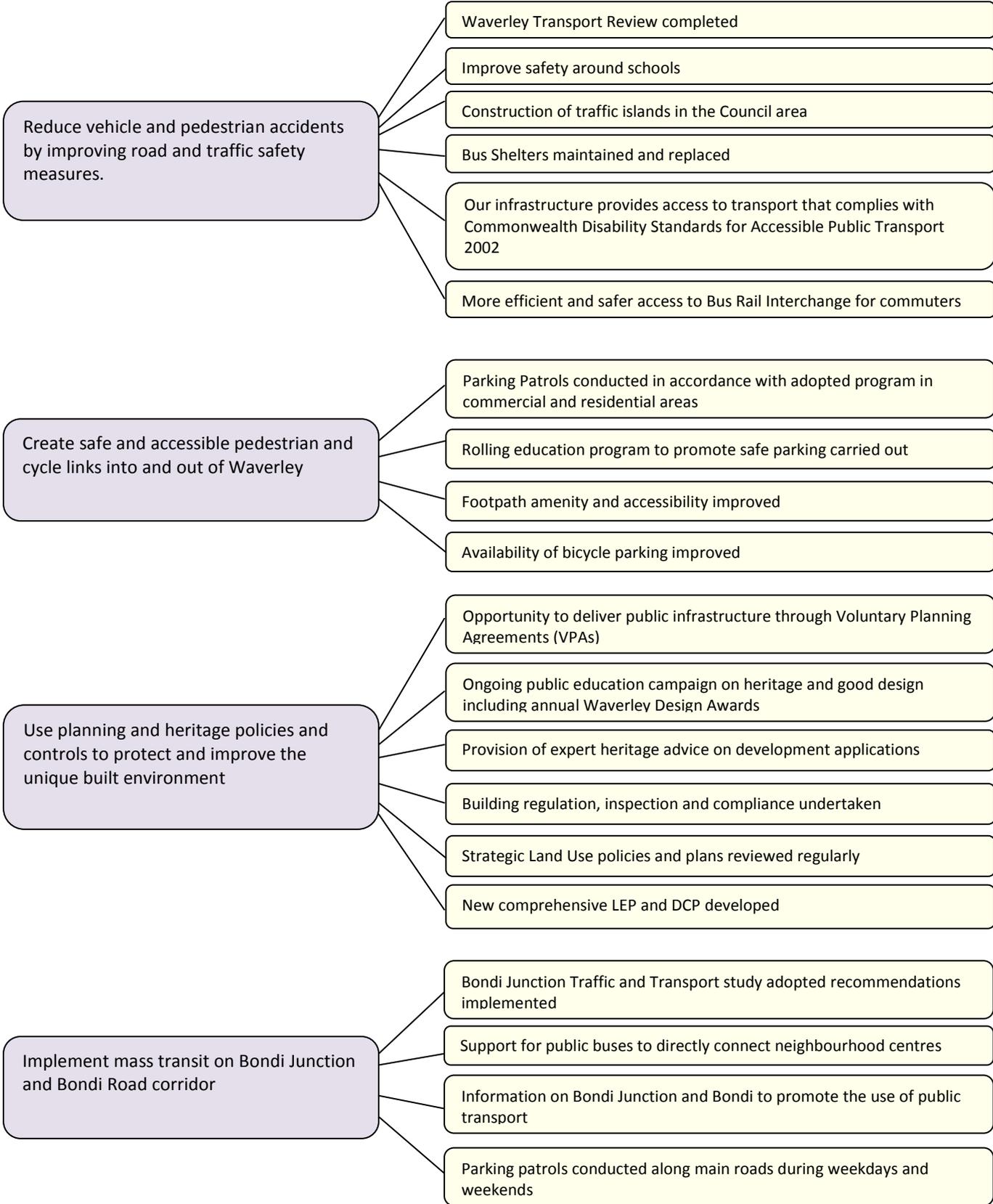
Playgrounds upgraded

Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves

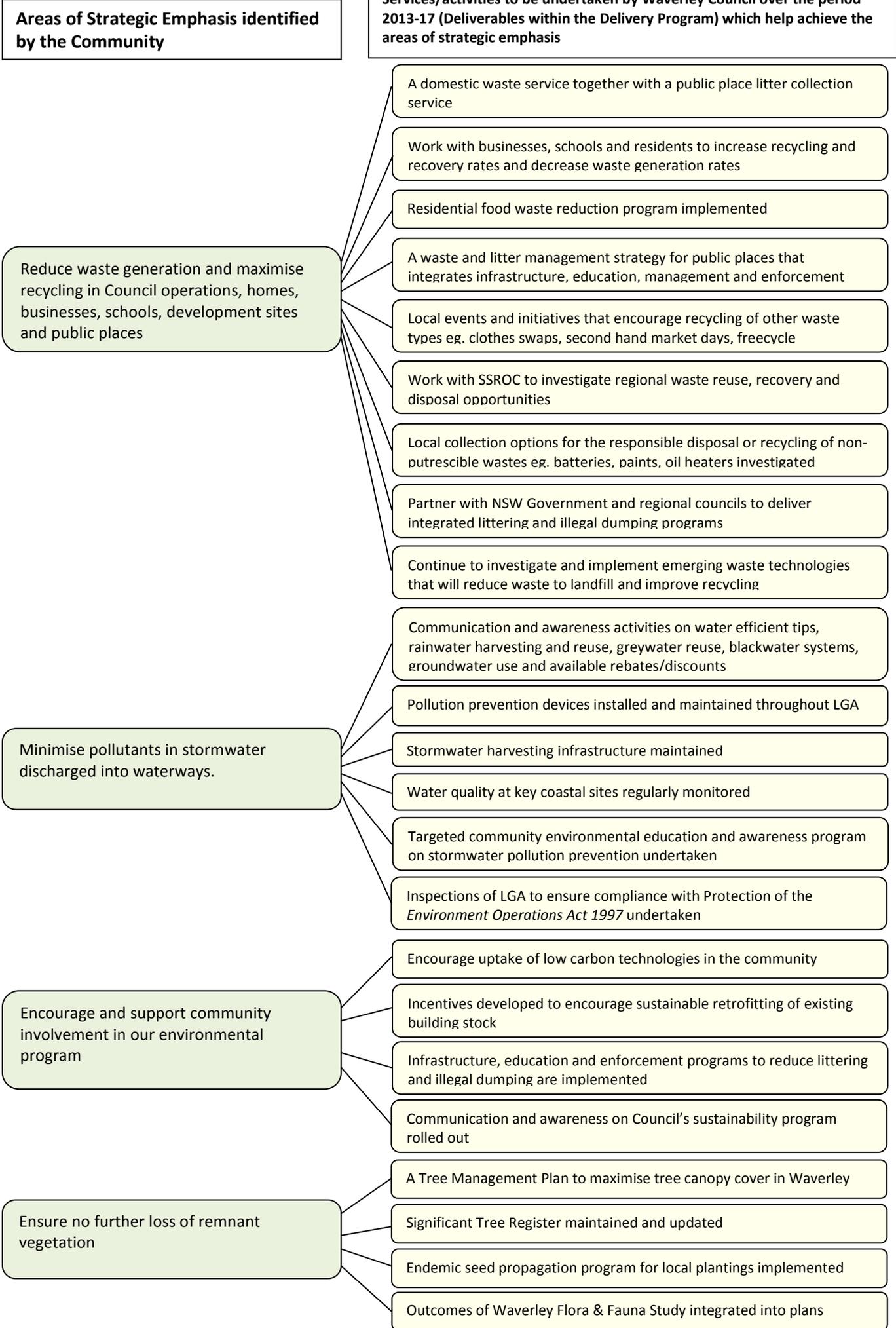
Sustainable Living

Areas of Strategic Emphasis identified by the Community

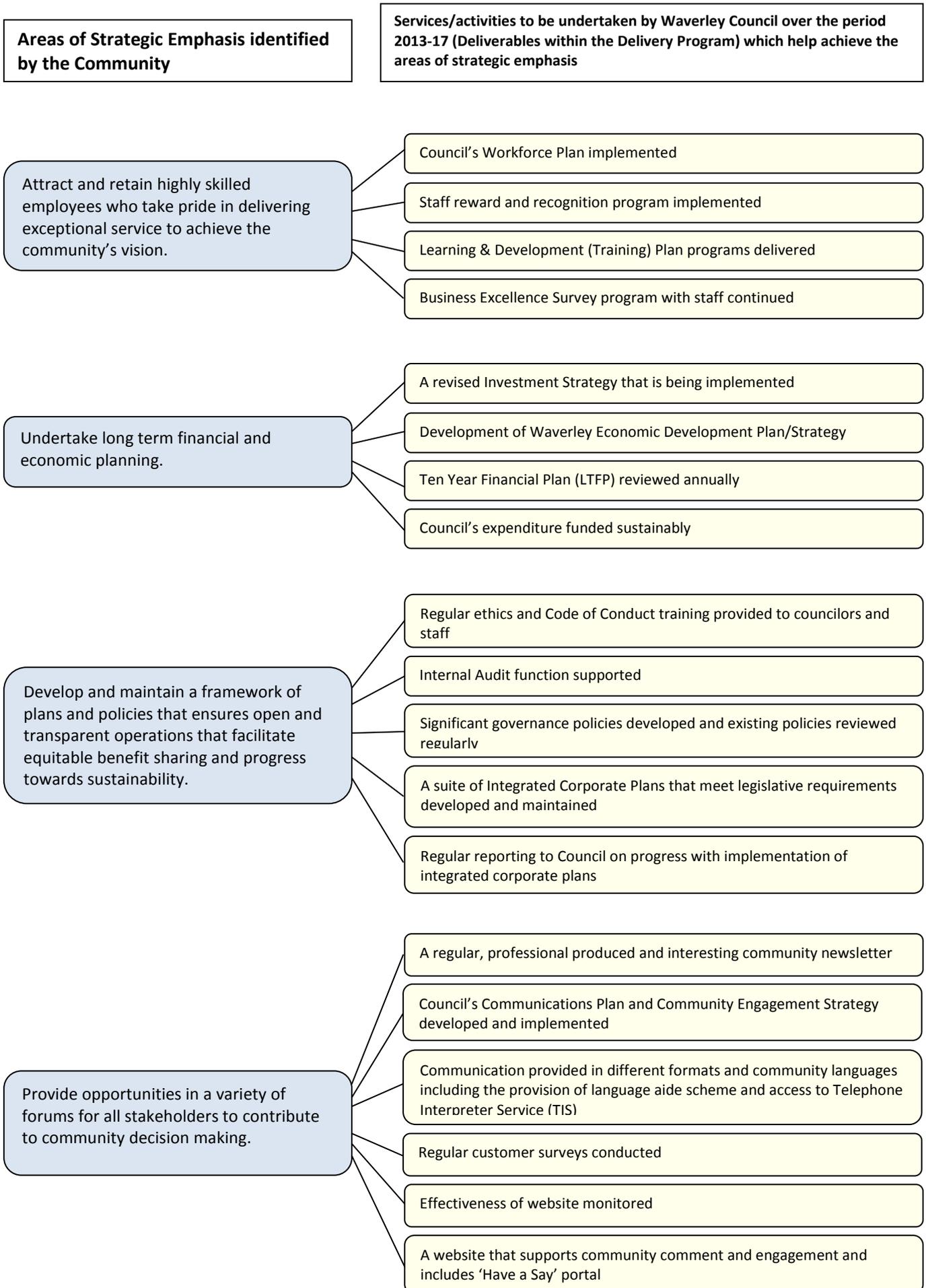
Services/activities to be undertaken by Waverley Council over the period 2013-17 (Deliverables within the Delivery Program) which help achieve the areas of strategic emphasis



Sustainable Environment



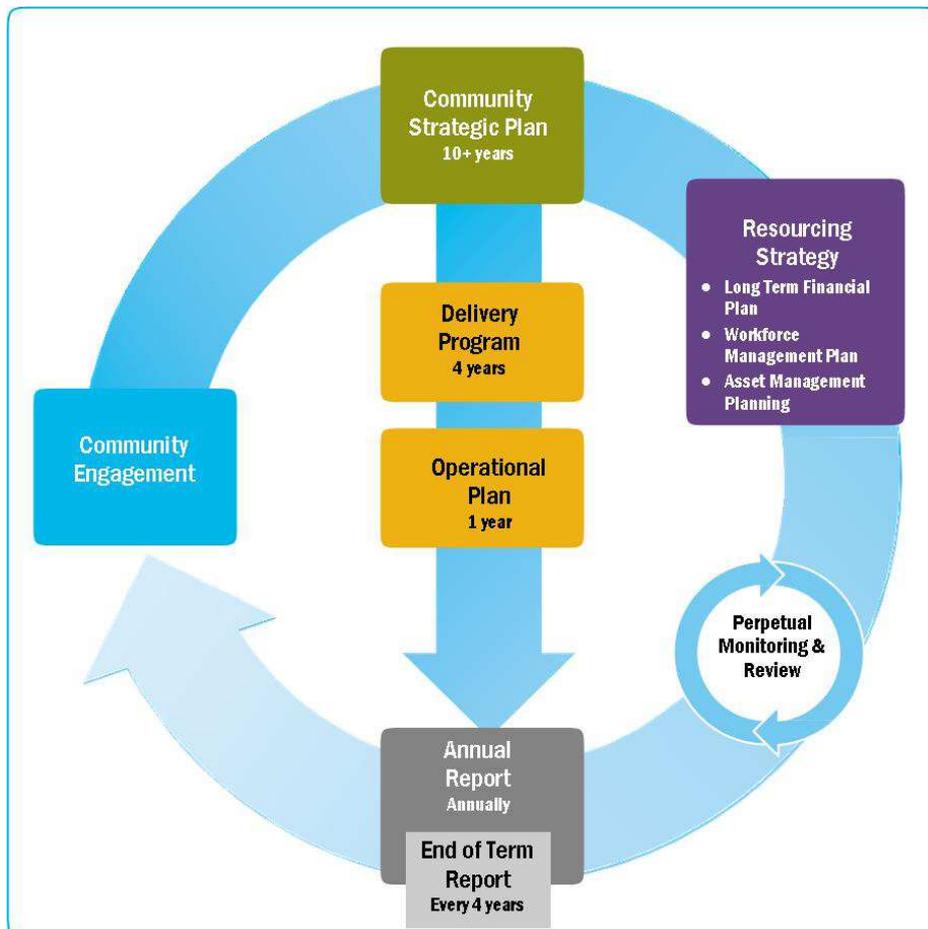
Sustainable Governance



Our Integrated Planning Framework

The Integrated Planning and Reporting (IP&R) Framework has introduced a hierarchy of plans which aims to ensure a more sustainable local government sector (see Diagram 8 below).

Diagram 8: The Integrated Planning & Reporting Framework

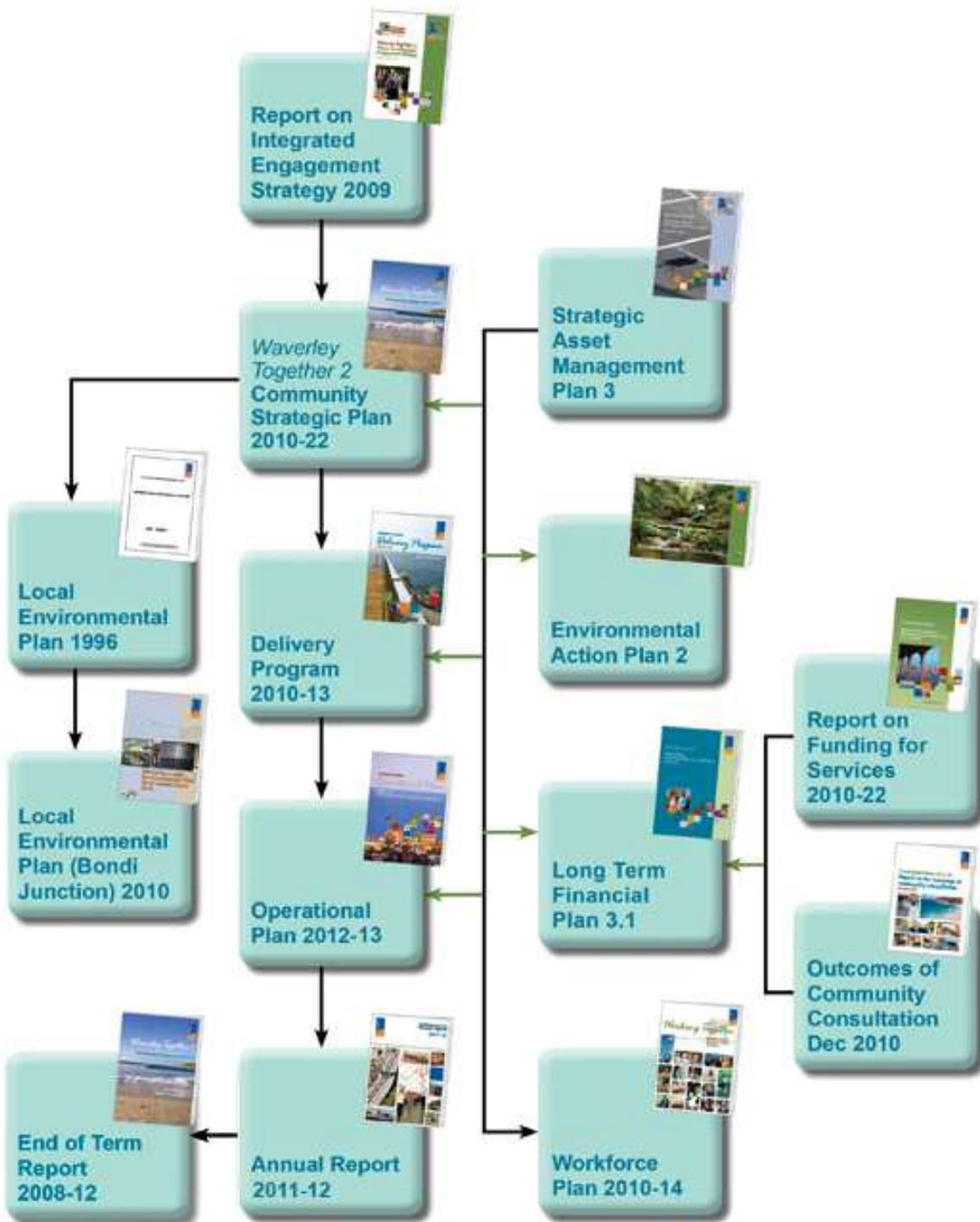


All NSW councils are now required to facilitate the development of a Community Strategic Plan (with a minimum 10 year outlook) along with a Delivery Program (based around the 4 year term of the Council) and an Operational Plan (which looks at yearly activities to be undertaken). These plans are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan, a Strategic Asset Management Plan, a Workforce Plan and an Environmental Action Plan.

IP&R places a strong emphasis on the community being regularly informed on progress with achieving the community vision and long term aspirations. This is provided through regular reporting on the Delivery Program (every six months), the production of an Annual Report and the production of an End of Term Report (once every four years at the end of the electoral term). Waverley Council has developed a hierarchy of plans in line with the Integrated Planning and Reporting requirements (see Diagram 9 on the following page). These can be found on Council's website at http://www.waverley.nsw.gov.au/your_council/planning_for_waverley_future

Diagram 9:

Waverley's integrated planning framework



Four Year Budget Estimates and Financial Planning

Budget Forecast for the Financial Year 2013/14 – 2016/17

	2013/14	2014/15	2015/16	2016/17
Operating Income				
Rates & Annual Charges	(52,594,643)	(54,354,032)	(56,117,607)	(57,923,046)
Investment Income	(2,270,000)	(2,296,601)	(2,258,654)	(2,419,156)
User Charges	(31,114,061)	(34,075,158)	(35,341,312)	(36,511,911)
Other Revenues	(17,897,588)	(18,523,904)	(18,983,851)	(19,482,022)
Grants Subsidies & Contributions	(6,166,312)	(6,532,360)	(6,684,786)	(6,682,594)
Total Operating Income	(110,042,604)	(115,782,055)	(119,386,210)	(123,018,729)
Operating Expenditure				
Employee Costs	54,498,073	56,642,849	59,232,803	61,717,487
Materials & Contracts	19,253,269	20,148,246	20,627,550	21,694,312
Borrowing Costs	210,431	779,965	708,980	877,203
Operating Expenses	21,688,708	21,546,004	19,901,279	20,530,567
Total Operating Expenditure	95,650,481	99,117,064	100,470,612	104,819,569
Operating Result Before Capital Income - (Surplus)/Deficit	(14,392,123)	(16,664,991)	(18,915,598)	(18,199,160)
Capital Income				
Grants Subsidies & Contributions	(2,000,000)	(2,033,750)	(5,068,411)	(2,104,008)
Sale of Assets	(45,446,823)	(426,379)	(502,009)	(158,466)
Total Capital Income	(47,446,823)	(2,460,129)	(5,570,420)	(2,262,474)
Operating Result - (Surplus)/Deficit	(61,838,946)	(19,125,120)	(24,486,018)	(20,461,634)
Cash Available to fund Capital				
Capital Expenditure				
Building Asset Repairs & Property Purchases	519,968	2,659,898	487,489	262,368
Office Equipment & Library Resources	596,556	612,664	629,205	646,192
Capital Works Program	33,564,299	22,799,923	25,815,942	10,479,610
Plant Purchases	2,518,096	1,383,403	1,505,165	531,988
Total Capital Expenditure	37,198,919	27,455,888	28,437,801	11,920,158
Cash Flow to Fund - (In)/Out	(24,640,027)	8,330,768	3,951,783	(8,541,476)
Financed By:				
Borrowings				
External Loan	(4,710,000)	(4,500,000)	(3,100,000)	0
Internal Loan	(655,177)	(1,670,624)	0	0
Less: Loan Repayments on External Loan	1,252,352	1,277,995	1,008,568	972,666
Net Borrowing	(4,112,825)	(4,892,629)	(2,091,432)	972,666
Reserve Movements				
Transfers to Reserves	55,495,636	11,114,089	14,326,716	10,205,778
Transfer from Reserves	(26,785,593)	(14,578,198)	(16,242,575)	(2,746,876)
Net Reserve Movements	28,710,043	(3,464,109)	(1,915,859)	7,458,902
Net Budget Result - (Surplus)/Deficit	(42,809)	(25,970)	(55,508)	(109,907)

Note: AAS 27 intra-entity transactions have been excluded

Four Year Budget Estimates & Financial Planning

Capital Works Program 2013/14 – 2016/17

Project Code	Project Objective/Description	2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
BJ PAMP	BJ PAMP Implementation	-	550,000	-	-
Bondi Park PoM #	Bondi Park sub-depot	1,000,000	-	-	-
Bondi Park PoM (1753)	Bondi Park PoM - completion of plan of management, undertake works identified	40,140	288,431	428,571	428,571
Bondi Pav 11 (1642)	Undertake works arising from Bondi Pavilion asset condition report and purpose statement	545,000	545,000	-	-
Bronte Park PoM (1745)	Bronte Replace Picnic Shelters, southern park entry, playground upgrade, promenade works, redesign of bear pit, lighting, irrigation.	159,860	40,140	-	-
Cemetery Pavilion Construction	Cemetery Pavilion Construction	-	-	3,100,000	-
Coastal & Retaining Infrastructure	SAMP Category 7 - Coastal & Retaining Infrastructure construction	251,862	258,662	265,646	272,818
Complete Street - Pop Ups	Complete Street - Pop Ups	80,000	-	-	-
EAP - Alternative water sources	Investigate the feasibility of and implement (where feasibility) recycled water systems for Marks Park, Tamarama Park and Hugh Bamford Reserve	50,000	725,000	725,000	660,000
EAP - Energy reduction and renewable opportunities	Undertake an energy efficiency retrofit of Council owned public lighting	-	130,000	-	-
EAP - Other	Implement the recommendations of the Waverley Coastal Risk & Hazards Vulnerability	105,000	-	-	-
EAP - Residential Transport	Identify opportunities to and incorporate electric car recharge points into Council infrastructure	-	40,000	-	-
EAP - Residential Transport	Investigate the feasibility of light rail to service the key transport routes of Waverley LGA	100,000	-	-	-
EAP - Residential Transport	Implement the Waverley Transport Plan 2011	-	613,000	318,000	326,586

Project Code	Project Objective/Description	2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
EAP - Street Lighting	Review and implement energy efficient street lighting opportunities following completion of the LED street light trial	-	-	200,000	-
EAP - Water efficiency	Undertake a water efficiency building retrofit (of assets not already retrofitted)	-	-	150,000	-
EAP - Energy & Water Saving Retrofit project (1703)	Energy & Water Saving Retrofit projects - Building Assets	380,000	-	-	-
Footpath Construction Program	SAMP 4 Category 2- Footpath Construction & Upgrades	1,703,571	1,749,568	1,796,806	1,645,867
Green Links (1852)	Undertake selected Green Links Projects	100,000	85,582	-	-
Invest Strategy ##	Eastgate Façade Upgrade	-	-	3,000,000	-
Invest Strategy 05 (1810)	Purchase of land and construction of new Council depot	10,500,000	-	-	-
Invest Strategy 10	Satellite sub depots within LGA	950,000	500,000	1,000,000	-
Invest Strategy 11	Conversion of surplus carparking at Eastgate to commercial space	-	2,600,000	5,200,000	-
Invest Strategy 14	Zetland Depot Sale	157,500	-	-	-
IT Asset	IT Asset Replacement & Upgrade Schedule – Top Up	868,112	704,920	396,227	500,461
Kerb & Gutter	SAMP Category 3 - Kerb and Gutter Construction Grant (Urban Local Roads)	786,197	807,425	829,225	851,614
Local Village DCP Improvement	Local Village DCP Streetscape Improvements	-	-	1,000,000	-
Misc Buildings 03 (1675)	Undertake internal refurbishment and major maintenance works to School of Arts	-	-	-	-
Misc Buildings 16 (1608)	Waverley Park Amenities Block	350,000	-	-	-
Misc Buildings 17 (1606)	Public Toilet Upgrade - Bronte Community Centre, Bronte Surf, Bondi Beach North & South	300,000	1,000,000	-	-
Misc. Buildings 09	Architectural plans, scope of works and cost estimates to improve the Tamarama Surf Life Saving Club clubhouse.	682,116	-	-	-

Project Code	Project Objective/Description	2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
Misc. Buildings 13	Boot Factory	292,000	-	-	-
On Street Parking	SAMP - Category 10.1 - street signage	72,467	74,424	76,433	78,497
Open Spc/Rec 10 (1783)	Provide active recreation facilities on Council land or through joint venture	40,000	-	-	-
Open Spc/Rec 17 (1779)	Playground Enhancements	250,000	-	-	-
Other	SAMP Category 12 - Other: Fences, Stairs, Bus Shelters, Street Furniture & Signage	257,059	264,000	271,128	278,448
Oxford Street East Upgrade	Oxford Street East streetscape upgrade	-	-	1,000,000	-
Parking 06	SAMP - Category 10.1 - On Street Parking Infrastructure - Replace on street parking meters	4,050,000	-	-	-
Parks Infrastructure	SAMP Category 8.1 - Parks Infrastructure construction	986,606	1,013,244	1,040,602	1,068,698
Parks Landscapes	SAMP Category 8.2 - Parks Landscapes	167,216	677,012	695,291	714,064
QED Tunnels (Bondi Park 05) (1760)	QED Tunnels Remediation and Storage Space	124,382	1,600,000	150,000	-
Risk 06 (1699)	Campbell Parade Retaining Wall adjacent to Park Drive	264,183	-	-	-
Roads Construction Program	SAMP Category 1- Roads Construction & Upgrades	1,436,300	1,475,080	1,514,907	1,555,809
Rodney Reserve	Rodney Reserve - Sportsfield, fencing, lighting, amenities block, irrigation, resurfacing, upgrade to parking, goal posts	-	-	300,000	500,000
SAMP - Cemetery	SAMP Category 9.1 - Waverley Cemetery	-	72,629	74,590	76,604
SAMP - Cemetery	SAMP Category 9 - South Head Cemetery	35,959	36,931	37,928	38,951
SAMP - Cemetery	Wav Cemetery external perimeter fencing & retaining structure	4,710,000	-	-	-
SAMP - Cemetery	Cemetery gully remediation works & retaining wall	-	4,500,000	-	-
School Zone safety program	School Zone safety program	-	100,000	-	-

Project Code	Project Objective/Description	2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
Stormwater	SAMP Category 4 - Stormwater drainage construction & upgrades	300,000	308,100	316,418	324,962
Street Tree	SAMP Category 11 - Street Trees	122,469	125,775	129,171	132,659
Streets 05 (1849)	Upgrade Rose Bay Village streetscape	75,000	-	-	-
Streets 08 (1832)	Improve Murriverie Road Shops streetscape	-	150,000	-	-
Streets 10 (1833)	Streetscape improvements works Bondi Road Stage 2 - south side, Avoca St to Denham St. North side Bondi Rd from Castlefield St to Denham St to be completed in 2014/15	-	190,000	-	-
Streets 11 (1834)	Streetscape improvements works Bondi Road Stage 3 - north side, Penkivil to Wellington Streets	490,000	-	-	-
Streets 13 (1829)	Footpath upgrade of Military Road east side adjacent to bus terminus	-	100,000	-	-
T&T 05	Undertake minor footpath adjustments to improve disability access	-	25,000	-	25,000
T&T 16 (1896)	Implement contra flow bike lane in Spring St BJ with streetscape plantings/WSUD design element, and On-Street bicycle parking provision is made	-	-	-	-
T&T 21	Wairoa Ave & Blair St intersection treatment	-	-	200,000	-
T&T 22	Albion St & Bronte Rd investigation for traffic lights	-	-	-	500,000
T&T 23	Arden St & Macpherson St investigation for roundabout	-	100,000	-	-
T&T 24	Park Parade traffic calming & parking	-	250,000	-	-
T&T 25	Penkivil St & Martins Ave investigation for roundabout	-	-	150,000	-
T&T 26	Fletcher St & Sandridge St investigation for roundabout	-	200,000	-	-
T&T 27	Military Road intersection treatments & traffic calming	-	500,000	500,000	-
T&T 29	Road safety & traffic calming	-	200,000	-	200,000

Project Code	Project Objective/Description	2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
T&T 30	Bike Plan Implementation	50,000	100,000	300,000	300,000
Tama Pk 03 (1714)	Upgrade the Tamarama Life Guards Facilities and Kiosk	575,000	-	-	-
Tamarama PoM (1841)	Tamarama PoM Works - Paths, playground, BBQs, landscaping, returfing, access issues, storage under the ramp.	114,300	100,000	100,000	-
Tamarama/Bronte 40km/hr zone (1898)	Tamarama/Bronte 40km/hr zone	-	-	550,000	-
Waverley Park PoM (1605)	Waverley Park PoM - undertake works identified in plan of management	42,000	-	-	-
Total Revised Capital Works Program		33,564,299	22,799,923	25,815,942	10,479,609

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Funding Sources For Capital Works Program	2013/14 Budget	2014/15 Projection	2015/16 Projection	2016/17 Projection
Grants/Contributions	889,168	1,167,253	1,193,191	1,003,395
Section 94A Contributions	1,375,000	1,313,750	1,348,411	1,384,008
Voluntary Planning Agreement (VPA) Contributions	-	-	3,000,000	-
New Loans	4,710,000	4,500,000	3,100,000	-
External Restricted Reserves	-	596,706	1,000,000	-
Internal Restricted Reserves	19,577,500	7,134,302	9,436,563	222,495
General Revenue	7,012,631	8,087,912	6,737,777	7,869,711
Total Funding	33,564,299	22,799,923	25,815,942	10,479,609

Plant Replacement Schedule 2013/14 – 2016/17

Plant Replacements for 2013/14 - 2016/17										
Plant Category	2013/14		2014/15		2015/16		2016/17		2014-2017 Total	
	Quantity	Budget	Quantity	Budget	Quantity	Budget	Quantity	Budget	Quantity	Budget
Passenger Vehicles	6	\$223,532	17	\$586,076	19	\$690,093	4	\$167,561	46	\$1,667,262
Small Plant	15	\$181,393	5	\$27,845	8	\$61,868	8	\$151,919	36	\$423,024
Light Commercial Vehicles	1	\$35,302	-	-	1	\$35,077	2	\$63,720	4	\$134,099
Truck Fleet	5	\$334,450	2	\$100,548	2	\$284,915	3	\$148,788	12	\$868,701
Major Fleet	4	\$1,497,135	-	-	-	-	-	-	4	\$1,497,135
Specialised Equipment	2	\$246,284	5	\$668,935	4	\$433,213	-	-	11	\$1,348,432
Total Expenditure	33	\$2,518,097	29	\$1,383,403	34	\$1,505,165	17	\$531,988	113	\$5,938,653

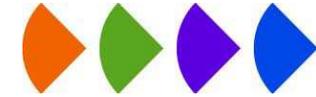
Source of Funding 2013/14 to 2016/17

Funding Source	2013/14		2014/15		2015/16		2016/17		2014-2017 Total	
General Plant Replacement Reserve		\$725,318		\$957,024		\$1,003,156		\$333,402		\$3,801,135
Domestic Waste Plant Replacement Reserve		\$1,282,235		-		-		\$40,120		\$1,322,355
Proceeds from Disposal of Plant		\$446,823		\$426,379		\$502,009		\$158,466		\$1,533,678
Parking Meter Reserve		\$63,720		-		-		-		\$63,720
Total Funding		\$2,518,097		\$1,383,403		\$1,505,165		\$531,988		\$5,938,653

PART 2 – OUR DELIVERY PROGRAM



Sustainable Community



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

	Direction	WT3 Target	Baseline Figures
C1	Waverley's cultural heritage and diversity is recognised, protected and respected.	The proportion of residents who agree there is a sense of community in Waverley is steady or increasing.	In 2009, 61% of residents agreed that living in Waverley gives you a sense of living in a community.
C2	The community is welcoming and inclusive and people feel they are connected and belong.	<p>The proportion of residents who agree there is a sense of community in Waverley is steady or increasing.</p> <p>The proportion of residents who volunteer to help in the community is increasing.</p>	<p>In 2009, 61% of residents agreed that living in Waverley gives you a sense of living in a community.</p> <p>In 2006, 15.3% of residents undertook volunteer work.</p>
C3	Housing options are available to enable long term residents and those with a connection to the community to remain in Waverley.	<p>The proportion of residents experiencing housing stress is not increasing.</p> <p>The number of units of social and affordable housing in Council's portfolio is maintained.</p> <p>The level of disadvantage in our area is not significantly increasing.</p>	<p>In 2006, 70% of all low and moderate income households in the private rental market in Waverley were experiencing housing stress.</p> <p>In 2007/08, Waverley Council provided 77 units of social and affordable housing.</p> <p>In 2006, Waverley's Index of Socio-Economic Disadvantage (SEIFA Index score) was 1082. (29th out of 43 councils in Metropolitan Sydney.)</p>

	Direction	WT3 Target	Baseline Figures
C4	Community support services continue to be targeted and accessible to those who needs them most, including children and young people, older people and people with a disability.	The level of disadvantage in our area is not significantly increasing.	In 2006, Waverley's Index of Socio-Economic Disadvantage was 1082. (29 th out of 43 councils in Sydney.)
		Satisfaction with Council's community facilities and services for a range of people is increasing.	In 2009, satisfaction for a range of people was between 32 - 45%. For more detailed figures, see <i>Waverley Together 3</i>
		Referrals by Council to services provided by other agencies.	Unconfirmed.
		The proportion of residents who think childcare services are adequate is steady or increasing.	In 2009, 34% of residents that use childcare services agreed that they are adequate.
		The proportion of residents who think there is a good range of community groups and support networks is steady or increasing.	In 2009, 49% of residents that use community groups and support networks agreed that there is a good range.
C5	People feel safe in all parts of Waverley.	The proportion of people who feel safe in our community is steady or increasing.	In 2009, 95% of residents felt safe in Waverley during the day, while 66% felt safe in Waverley during the night.
C6	Arts and cultural activities foster an involved community and a creative environment.	Satisfaction with Council's arts, entertainment and cultural events and facilities is increasing.	In 2009, there was: <ul style="list-style-type: none"> • 41% satisfaction for arts, entertainment and cultural events • 37% satisfaction rating for arts, entertainment and cultural facilities.

	Direction	WT3 Target	Baseline Figures
C7	Health and quality of life are improved through a range of recreation and leisure opportunities.	The proportion of residents who agree there is a good range of leisure and recreation opportunities is steady or increasing.	In 2009, 55% of residents thought there is a good range of leisure and recreation opportunities.
		The proportion of residents who agree that sporting facilities in the area meet their needs is steady or increasing.	In 2009, 59% of residents thought sporting facilities in the area met their needs.
		Satisfaction with sporting and recreation facilities, and parks and playgrounds is increasing.	In 2009, satisfaction with sporting and recreation facilities, parks and playgrounds ranged between 34-46%.

Sustainable Community

Direction: C1 Waverley's cultural heritage and diversity is recognised, protected and respected

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C1a	Support programs that celebrate and strengthen our multiculturalism and Indigenous culture and cultivate a sense of community appreciation of our cultural heritage and diversity	Community Services; Cultural Services; Library Services; Place Management; Cemetery Services	Planning for a Diverse and Tolerant Community	DMRCP	The proportion of residents in Council's next community survey who agree that Waverley is an inclusive and connected community is maintained or increased	Survey results from 2011-12 community survey in relation to community connectedness (CCC Q6)
			A coordinated program of social, recreational and cultural events targeting diverse groups	DMCCS DMLCS		Regular reporting on census data and changes in community profile
			Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley	DMRCP		Number of events/programs supporting local heritage
			Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage	DMBSP		Number and type of events/ programs supporting multiculturalism and Indigenous culture provided annually
						Number and type of partnership activity to strengthen multiculturalism and Indigenous culture provided annually
						Maintenance of monuments in cemeteries
						Number of instances of vandalism in cemeteries

Sustainable Community

Direction: C2 The community is welcoming and inclusive, and people feel they are connected and belong

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C2a	Provide a broad range of relevant, affordable and accessible facilities, spaces, programs and activities that promote harmony, respect and togetherness	Asset Management Services; Community Services; Cultural Services; Library Services; Place Management Recreation Services; Cemetery Services	Affordable and accessible community facilities	DMRCPP DMCCS DMLCS	The proportion of residents in Council's next community survey who agree that there a sense of community in Waverley is maintained or increased	Survey results from 2015-16 community survey in relation to satisfaction with community facilities (CCC Q6)
			A coordinated program of social, recreational and cultural events targeting diverse groups	DMRCPP DMCCS DMPM(CC)		Number and type of programs/ events for different groups e.g., young people, older people provided annually
			Arrange of venue hire places for and accessible to the local community and corporate sector	DMBSP		Percentage of available venue hours used per week compared to hours available
			Accessible cemetery services for internments, memorials and associated ceremonial activities		Satisfaction reported in Council's next community survey with Council's community facilities and its services for a range of people is increasing	Number of interment services provided at our cemeteries
C2b	Encourage and foster community pride through community groups and volunteering initiatives such as the 'Civic Pride' program	Community Engagement	Programs which encourage volunteering including civic pride and bushcare that enhance community cohesion	DMRCPP	The proportion of residents in Council's next community survey who report that they regularly volunteer to help in the community is increasing	Survey results in 2015-16 community survey in relation to volunteering Number of Council programs that involve volunteers

Sustainable Community

Direction: C2 The community is welcoming and inclusive, and people feel they are connected and belong

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C2c	Provide a socially inclusive and welcoming library service that supports the educational, social and recreational needs of the community	Library Services	<p>A vibrant and relevant library space that meets user needs</p> <p>Programs/events and activities that meet community needs and interests</p> <p>Current and relevant library collections & services</p> <p>A range of relevant and reliable information & technology services</p> <p>Stronger connections & partnerships with the community that encourage participation in the Library and its services and promote the Library as a community learning hub</p>	DMLCS	A vital and welcoming Library Service and space that supports the educational and recreational needs of the community	<p>Revitalisation Plan produced and implemented</p> <p>Annual activities program produced and delivered</p> <p>Membership and usage of Library and its spaces</p>

Sustainable Community

Direction: C2 The community is welcoming and inclusive, and people feel they are connected and belong

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C2c	Provide a socially inclusive and welcoming library service that supports the educational, social and recreational needs of the community	Library Services	Market and promote Library services, facilities and resources, including e-resources	DMLCS		Level of community participation in Library activities

Sustainable Community

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C3a	Promote a mix of housing types in new developments, including housing that is affordable and accessible	Development, Building and Health Services	Planning controls that support the provision of affordable housing through WLEP 2012 Cl. 4.4(b) or monetary contributions towards affordable housing	DMSTP	The number of units of affordable housing in Council's portfolio is maintained or increased	Change in the number of affordable housing units from current total
C3b	Ensure Council's own portfolio of housing is affordable and accessible	Social and Affordable Housing	Social housing for older people, people with a disability and families on low to middle incomes	DMRCP	The proportion of residents receiving housing rental respite is increasing	Changes in the number of social housing units from current total Changes in the number of affordable housing units from current total
			Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA	DMRCP		

Sustainable Community

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C3c	Investigate and pursue housing initiatives through joint venture and other forms of partnership opportunities	Social and Affordable Housing; Development, Building and Health Services	A working group to develop local and regional partnerships to address homelessness	DMRCP	An increase in the number of partnerships that address housing and support needs of homeless people	Number of boarding houses in the Waverley area maintained Number of partnerships that support needs of homeless people

Sustainable Community

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C4a	Continue to resource and diversify the funding sources of family support services, affordable child care and programs for young people, older people and people with a disability	Child Care Services	High quality affordable long day care and family day care for children aged birth to five years and holiday and recreational programs for preschool children	DMCCS	The proportion of residents in Council's next community survey who think that child care services are adequate is steady or increasing	Survey results from 2015-16 community survey in relation to child care (CCC Q6)
			Support to families and their children aged from birth to 5 years including parenting programs and counselling	DMCCS	The level of satisfaction with child care and family day care services expressed by service users in the annual survey is maintained or increased	Survey results from annual child care and family day care services user survey
			An increase in the number of child care places provided by Council	DMRCP		Percentage of services maintaining accreditation
						Council's fees compared to other providers
						Number of families in parenting programs
						Number of families in case management and/ or counselling
						Increase in number of child care places available in 2013-14

Sustainable Community

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C4a	Continue to resource and diversify the funding sources of family support services, affordable child care and programs for young people, older people and people with a disability	Community Services	Recreational, educational and social initiatives for young people	DM RCPP	Recreational facilities and programs for young people	Number of plans, holiday programs/ social activities for young people annually
		Community Services; Library Services; Cultural Services	High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion	DMCCS DMLCS	External accreditation of programs maintained The level of satisfaction with the services for older people expressed by service users in the annual survey is maintained or increased	When accreditation is reviewed in December 2010 accreditation is maintained Number of meals provided at home daily for older people and number of Home Library Service users and loans per annum
			Services for the over 50s including a seniors centre that offers recreational, physical, educational and social activities	DMCCS	A community of older people that are physically, mentally and socially active	Average monthly attendance at Seniors Centre maintained or increased Number of program/ activity provided per week at Seniors Centre for older people

Sustainable Community

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C4a	Continue to resource and diversify the funding sources of family support services, affordable child care and programs for young people, older people and people with a disability	Community Services; Library Services; Cultural Services	Services for adults with mild intellectual disability to promote independent living	DMCCS	The level of satisfaction with the services expressed by service users and their families in the annual survey is maintained or increased	Number of people with mild intellectual disability provided with support
			Individual support and medium term accommodation places for people with mild intellectual disability	DMCCS		Number of people with intellectual disability provided with subsidised rental accommodation places
						Number of 'Learning for Life' courses held annually
						Annual client survey results

Sustainable Community

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C4b	Build capacity of and provide support to community organisations to improve their ability to plan and deliver and evaluate services to the community	Community Services	Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	DMRCP	The proportion of residents in Council's next community survey who think there is a good range of community groups and support networks is steady or increasing	<p>Subsidised accommodation provided for identified groups including Bondi Beach Cottage, Bridge Housing, Grace Child Care Centre, Kindamindi, Bondi Toy Library, Playgroups, ECHO Neighbourhood Centre, EATS (Eastern Area Tenants Services), Computer Pals, Waverley Drug & Alcohol Centre, Randwick/ Waverley Community Transport, WAYS Youth Service,</p> <p>Level of funding provided annually through the small grants program for community groups delivering cultural, recreational and social outcomes</p> <p>Level of funding provided annually through the community grants program to organisation targeting children, young people, older people, those with a disability and the community generally</p> <p>Percentage of grant recipients who meet Social Plan priorities</p> <p>Number of community groups provided with management support annually</p>

Sustainable Community

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C4c	Collect and analyse data and interpret emerging social trends, contemporary research and government initiatives to inform the Services provided by Council and its partner agencies	Community Planning	Up to date and accessible community profile and demographic information	DMRCPP	The provision of community support services is based on sound research, is evidence based and properly targeted	Number of social planning research reports completed annually
			Documented research on key issues including safety, housing, children, ageing	DMRCPP		

Sustainable Community

Direction: C5 People feel safe in all parts of Waverley

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C5a	Maintain safety in public areas such as streets, malls, parks and beaches; prioritise specific areas for safety and crime prevention programs; manage alcohol related issues and support vulnerable groups	Community Services; Place Management	Implementation of Community Safety Plan	DMPM DMRCP	The proportion of people in Council's next community survey who feel safe in our community is steady or increasing	Extent of external funding achieved for community safety Number and type of other community safety initiatives delivered
			A summer strategy for Bondi to promote a safe and enjoyable environment at peak times	DMPM	Reduction in alcohol related violence, malicious damage and theft in the Waverley area	Safe Summer Initiative evaluated annually Alcohol free zone signs renewed Increase from base year 2008-09 of percentage of people surveyed who feel safe in Bondi Junction and Bondi Beach
			Investigate closed circuit TV	DMRCP		Report to Community Safety Advisory Committee

Direction: C5 People feel safe in all parts of Waverley

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C5b	Continue to strengthen community safety and crime prevention partnerships with police, licensees, businesses, youth organisations, schools, regulatory and emergency services and other agencies and community organisations	Community Services; Emergency Management Services	Support for the operation of a Community Safety Committee	DMRCPP	The proportion of people in Council's next community survey who feel safe in our community is steady or increasing	Composition of Community Safety Committee includes a broad range of groups that are representative of the community Number of ongoing or project based programs undertaken with external partners Disaster Management Plan (DISPLAN) reviewed and kept up to date
			Provide emergency management including support for Waverley/ Woollahra SES	Director PW&S		

Sustainable Community

Direction: C5 People feel safe in all parts of Waverley

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C5c	Maintain a high level of beach safety at Bondi, Bronte and Tamarama	Beach Services, Maintenance and Safety	A Lifeguard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	DMB&S	No lives lost by drowning or serious injuries on Council's beaches	Number of lives lost by drowning on Council's beaches annually
			A program of Surf Awareness/ Education Programs	DMB&S		Number of serious injuries on Council's beaches annually
			Financial and other support to surf lifesaving clubs in the Waverley area to support the provision of volunteer lifesaving programs	DMB&S		Number of rescues on Council's beaches annually
					Beach users are educated about surf safety and avoid risky behaviour in the surf	Number of surf education programs including initiatives for targeted vulnerable groups presented each year
						Level of funding or other support provided annually to surf lifesaving clubs in the Waverley area
						Percentage attendance by volunteer surf life savers on weekends and public holidays
C5d	Assist in the maintenance of public health in Waverley	Regulatory Services	Health, food and hygiene inspections undertaken	DMC	No significant disease outbreaks occur	Percentage of inspections undertaken compared to number of premises that require inspection

Sustainable Community

Direction: C6 Arts and cultural activities foster an involved community and a creative environment

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C6a	Enrich the community's cultural life and support life long learning through a variety of cultural events and activities, balancing the needs of residents and visitors	Cultural Services; Place Management; Recreation Services	A diverse and exciting range of arts and cultural events across Waverley	DMCCS	The proportion of respondents in Council's next community survey reporting satisfaction with arts, entertainment and cultural events is increasing People express satisfaction with the program of arts activities provided	Survey results from 2015-16 community survey in relation to arts, entertainment and cultural events (CCC Q4) Number and type of arts/cultural events held annually Number of awards received and grant funding obtained annually Level of funding to arts and cultural programs in Waverley Number of arts, entertainment and cultural initiatives developed
			Financial and other support to arts and cultural programs in the Waverley area	DMRCP		
			Implementation of Arts Plus Plan	DMCCS DMRCP		
			Funding sought from other levels of government to develop and provide arts, entertainment and cultural events in Waverley	DM RCP DM CCS		
C6b	Encourage the arts in public places and public art in private developments	Cultural Services; Development, Building and Health Services	Art in the public space	DM RCP DMP	Increase in quality art in the public and private domain	Public art inventory maintained and updated including condition reports Increase in public art in private domain in Bondi Junction Level of support provided for Sculpture by the Sea annually Reporting on progress with development of the public art trail
			A public art trail in Waverley	DMRCP		

Sustainable Community

Direction: C6 Arts and cultural activities foster an involved community and a creative environment

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C6c	Foster and create opportunities in the creative sector to retain local artists and cultural providers in Waverley	Community Services; Cultural Services	Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities	DMCCS DMRCP	More working and exhibition space for artists	Number of available venue hours in Library, School of Arts and Bondi Pavilion used as a percentage of hours available Number of residencies, work spaces and accessible venues provided

Direction C7: Health and quality of life are improved through a range of recreation and leisure opportunities

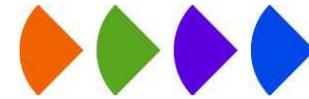
	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C7a	Retain, protect and improve the quality, flexibility and useability of parks, reserves and other green spaces to meet recreational needs, whilst considering and ameliorating any negative environmental impacts	Recreation Services; Parks Services and Maintenance	Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	DMRCP	The proportion of respondents in Council's next community survey reporting satisfaction with sporting and recreation facilities, and parks and playgrounds, is steady or increasing	Survey results from 2015-16 community survey about satisfaction with sporting and recreation facilities, and parks and playgrounds (CCC Q4)
			Sustainable, well maintained and well used recreation facilities	DMRCP		POM for Bondi Park and Pavilion commenced/ completed
			2008 Recreation Needs Study implemented	DMRCP DMPOSO		POM for Waverley Park commenced/ completed
						Plan in place for review/completion of all plans of management
						Percentage of priority actions for the Recreation Needs Study completed
C7b	Plan and prioritise future recreation and leisure facilities based on regional as well as local needs	Community Services; Recreation Services	Recreation opportunities provided in response to community needs	DMRCP	Respondents in Council's next community survey express satisfaction with the range of leisure and recreation opportunities for residents and visitors	Survey results from 2015-16 community survey in relation to satisfaction with the range of leisure and recreation opportunities (CCC Q6)
						Report a 2012-13 program against access and equity guidelines for Waverley Park Pavilion

Sustainable Community

Direction: C7 Health and quality of life are improved through a range of recreation and leisure opportunities

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
C7c	Provide and support a broad range of facilities and activities to improve the physical and mental health of community members	Community Services; Parks Services and Maintenance; Recreation Services	Active and passive recreation facilities on Council land or through joint ventures	DMRCPP	The proportion of respondents in Council's next community survey who agree that sporting, recreational and play facilities in the area meet their needs is steady or increasing	Survey results from 2015-16 community survey about sporting facilities in the area meeting the needs of residents (CCC Q6) Number of additional recreation facilities Number of improvements in identified parks and reserves implemented in line with POMs and Master Plans
			Sporting fields and other active recreation facilities upgraded	DMRCPP DMPOSO		
			Playgrounds upgraded	DMPOSO DMRCPP		Number of playgrounds upgraded per year Finished cost for Capital Works projects is within + or - 10% of agreed budget and completed within 6 months of agreed timetable
			Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	DMRCPP		

Sustainable Living



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

Direction	WT3 Target	Baseline Figures
L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities.	<p>The level of unemployment in our area remains low.</p> <p>The level of business activity in each of our commercial centres and villages is minimum 85%.</p>	<p>In 2006, 3.5% of people over 15 years of age in Waverley were unemployed, as compared to 5.3% across Sydney.</p> <p>In June 2009 the occupancy rate for all commercial centres, villages and neighbourhood centres were all at least 89%.</p>
L2 Visitors and tourists are welcomed and make a positive contribution to the community and economy.	<p>The level of business activity in each of our commercial centres and villages is minimum 85%.</p>	<p>In June 2009 the occupancy rate for all commercial centres, villages and neighbourhood centres were all at least 89%.</p>
L3 Waverley's public places and spaces look and feel good.	<p>Satisfaction with the look of public places is steady or increasing.</p> <p>Satisfaction with the removal of dumped rubbish is increasing.</p> <p>The proportion of residents who think that litter is adequately controlled is steady or increasing.</p> <p>The proportion of residents who think that graffiti is adequately controlled is increasing.</p>	<p>In 2009 the satisfaction ratings for maintenance and control of beach facilities, streetscapes, greening and tree maintenance, kerb, gutter and street cleaning and cleanliness of parks ranged between 41%-66%. (See WT3)</p> <p>In 2009 35% of residents were satisfied with the removal of dumped rubbish from roadside areas.</p> <p>In 2009:</p> <ul style="list-style-type: none"> • 56% of residents thought that litter was adequately controlled. • 43% of residents thought that graffiti was adequately controlled.

	Direction	WT3 Target	Baseline Figures
L4	The unique physical qualities and strong sense of identity of Waverley's villages is respected and celebrated.	Satisfaction with Council's building and development planning and controls is increasing.	In 2009 there was: <ul style="list-style-type: none"> • 26% satisfaction rating with Council's control of building activity. • 24% satisfaction rating with Council's planning for residential development. • 37% satisfaction rating with Council's planning for shopping areas.
L5	Buildings are well designed, safe and accessible and the new is balanced with the old.	Satisfaction with Council's building and development planning and controls is increasing.	In 2009 there was: <ul style="list-style-type: none"> • 26% satisfaction rating with Council's control of building activity. • 24% satisfaction rating with Council's planning for residential development. • 37% satisfaction rating with Council's planning for shopping areas.
L6	Streets are safe and vibrant places which facilitate movement and interaction.	<p>The numbers of vehicle accidents and pedestrian accidents per annum is equal to or less than the number in 2005.</p> <p>Satisfaction with local traffic management is increasing.</p> <p>The number of private passenger vehicles (cars) registered in Waverley is stabilised by 2020 at 2007 levels.</p> <p>4 wheel drive vehicles registered in Waverley declines by 5% by 2020 based on 2007 numbers.</p>	<p>In 2005 there were:</p> <ul style="list-style-type: none"> • 252 vehicle accidents in Waverley. • 24 pedestrian accidents in Waverley. <p>In 2009 there was a 28% satisfaction rating with local traffic management.</p> <p>In 2007 there were 22,327 cars and 4,943 4-wheel drive vehicles registered in Waverley.</p>

	Direction	WT3 Target	Baseline Figures
L7	People frequently walk and ride their bikes, particularly for local trips.	<p>Proportion of residents who view Waverley as a safe area for pedestrians is steady or increasing.</p> <p>Proportion of residents who think that public transport is adequate for their needs is increasing.</p>	<p>In 2009:</p> <ul style="list-style-type: none"> • 65% of residents thought that Waverley was a safe area for pedestrians. • 27% of residents thought that Waverley was a safe area for cyclists.
L8	Improved quality, integration and increased frequency of public transport in Waverley.	Proportion of residents who think that public transport is adequate for their needs is increasing.	In 2009 67% of residents thought that public transport was adequate for their needs.
L9	Parking, both on-street and off-street, is equitably accessed and effectively managed.	Satisfaction with on-street parking management is steady or increasing.	In 2009, 19% of residents were satisfied with on-street parking management.

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Direction: L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L1a	Reinforce Bondi Junction's role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities	Place Management ; Traffic and Transport Services	Initiatives implemented to encourage visitation and stimulate economic activity	DMEBD	Bondi Junction is recognized as a significant employment and transport hub attracting government and private investment. The level of commercial occupancy rates in Bondi Junction's ground floor businesses does not fall below 85%.	DA assessments for major private developments within Bondi Junction commercial precinct.
Improved communication with major Bondi Junction Stakeholders				Number of initiatives implemented to encourage visitation.		
Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process			DMDA	Business participation in programs and activities.		
			Bondi Junction Complete Streets study adopted recommendations implemented	DMTS		Business Occupancy and Tenancy Mix Audits Number of pedestrians on Oxford Street Mall. Bondi Junction Complete Streets recommendations implemented as per schedule Number of development applications assessments for major private developments that applied 'Place Making' principles within Bondi Junction commercial precinct Bondi Junction Complete Streets recommendations implemented as per schedule

Direction: L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L1a	Reinforce Bondi Junction's role as a regional centre and a focus for retail, hospitality, business, commercial and professional services and entertainment activities	Place Management; Traffic and Transport Services	Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	DMTS DMC		Reduction in complaints received in relation to public domain works and private development works in Bondi Junction
L1b	Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors	Place Management; Development, Building and Health Services; Traffic and Transport Services;	Initiatives and programs implemented to increase visitation and economic activity.	DMEBD	The level of occupancy rates in commercial areas and villages' ground floor businesses does not fall below 85%.	Business Occupancy and Tenancy Mix Audits. Number of businesses registered to receive Council's business e-newsletter. Number of Waverley Business Forums held.

Direction: L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L1b	Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors	Asset Management Services; Regulatory Services	Sustained and diverse mix of commercial activity	DMEBD	<p>A diverse mix of shops and services are available to meet the needs of both residents and visitors.</p> <p>Project control groups for public domain works include Place Management representative.</p> <p>Impact of private and public development works communicated</p>	Number of initiatives undertaken with business support organisations.

Direction: L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L1b	Encourage and support a diverse mix of shops and services in Waverley's commercial areas including villages and neighbourhood centres to meet the needs of both residents and visitors	Place Management; Development , Building and Health Services; Traffic and Transport Services; Asset Management Services; Regulatory Services	Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process	DMDA		Finished cost for Capital Works projects is within + or - 10% of agreed budget and completed within 6 months of agreed timetable
			Public domain works undertaken as part of overall Design Framework for Bondi Beach	DMTS		Number of development applications assessments for major private developments that applied 'Place Making' principles within Bondi's commercial precinct
			Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	DMTS DMC		Finished cost for Capital Works projects is within + or - 10% of agreed budget and completed within 6 months of agreed timetable
						Reduction in complaints received in relation to public domain works and private development works in Bondi

Direction: L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L1c	Support the creation of jobs and business opportunities in Waverley's commercial areas including its villages and neighbourhood centres	Place Management	<p>Programs and initiatives implemented to sustain visitation levels and commercial viability</p> <p>Up-to-date and accessible business startup and development information on Council's business web page</p>	<p>DMEBD</p> <p>DMEBD</p>	<p>Number of businesses operating in Waverley's commercial areas and villages do not drop</p> <p>The level of employment opportunities is maintained</p> <p>Council's business web page is accessible and relevant</p>	<p>Results of Business Occupancy and Tenancy Mix audit.</p> <p>Australian Bureau of Statistics employment audit.</p> <p>Council's Business Information website audit.</p>

Direction: L1 Waverley's economy is vibrant and robust and supports the creation of a variety of jobs and business opportunities

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L1d	Create vibrant public places through the support and provision of a range of community and visitor related activities	Place Management	Programs activities and events enliven public places	DMEBD	Vibrant public places with sustained visitor and community participation	<p>Range of public place activities implemented</p> <p>Business participation in programs and activities</p> <p>Community and visitor participation in programs and activities</p>

Sustainable Living

Direction: L2 Visitors and tourists are welcomed and make a positive contribution to the community and economy

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L2a	Develop and implement tourism initiatives to benefit both the local economy and community	Place Management	Visitor information promotes shopping, dining and recreational experiences.	DMEBD	Visitors, tourists and the local community participate in range of programs and events. Tourism organisations and publications promote beach safety and responsible behaviour. Approved events in public places are managed and comply with Council Events Policy	Results of Business Occupancy and Tenancy Mix audit. Pick-up rate of marketing materials guides and maps. Tourism marketing material contains beach safety and behaviour messages. All public place events assessed in accordance with Council's Events Policy. Number of communications undertaken with tourism providers
			Programs and events benefit both visitors and the local community.	DMEBD		
			Regular communication with tourism providers and organisations	DMEBD		
L2b	Ensure visitor related activities contribute positively to the local community and economy	Place Management Regulatory Services	Visitor management and safety program implemented.	DMEBD	Visitors are informed of safety and behaviour requirements.	Visitor information and safety signage audits. All public place events comply with Council's Events Policy. Summer visitor management and education program implemented
			Safety and environmental messages are visible and accessible to visitors and tourists at Waverley's beaches	DMEBD		

Sustainable Living

Direction: *L2 Visitors and tourists are welcomed and make a positive contribution to the community and economy*

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L2b	Ensure visitor related activities contribute positively to the local community and economy	Place Management Regulatory Services	An excessive noise compliance program	DMC	Less complaints from the community about excessive noise	Reduction in noise complaints that are received

Sustainable Living

Direction: L3 Waverley's public places and spaces look and feel good

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L3a	Ensure that public places are clean and well maintained	Place Management; Parks Services and Maintenance; Urban Open Space Maintenance and Accessibility; Regulatory Services; Waste Services	Improved coordination of public place services to commercial centres	DMEBD RR&PPC	The proportion of residents in Council's community survey who report satisfaction with the look of public places is steady or increasing	Survey results from 2011-12 community survey on satisfaction with the look of public places (CCC Q4) Number of audits of conditions and compliance with Service Level Agreements undertaken
			All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	DMPOSO DMRR&PPC	The proportion of residents in Council's community survey who think that litter and graffiti is adequately controlled is steady or increasing	Percentage of times major parks and coastal reserves (Waverley Park, Bronte Park, Bondi Park, Tamarama Park & Marks Park) cleaned daily Number of times annually: <ul style="list-style-type: none"> all public place areas including landscaped traffic calming devices and village centres maintained; streets, footpaths and non landscaped traffic calming devices cleaned in accordance with adopted program;
			Programmed cleaning and maintenance of Council assets undertaken	DMRR&PPC	Decrease in complaints about dumped rubbish	Percentage of times other parks and reserves cleaned weekly
			Graffiti and posters removed in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i>	DMRR&PPC		Percentage of times emergency cleaning of Council reserves undertaken within 24 hours of customer request

Sustainable Living

Direction: L3 Waverley's public places and spaces look and feel good

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L3a	Ensure that public places are clean and well maintained	Place Management; Parks Services and Maintenance; Urban Open Space Maintenance and Accessibility; Regulatory Services; Waste Services	Community awareness of and engagement with strategies to prevent/ manage graffiti	DMRCP	Decrease in complaints about cleanliness and maintenance of public space	<p>Percentage of abandoned cars removed in accordance with Impounding Act</p> <p>Percentage of times beach cleaning program meets timeframe and standards set</p> <p>Percentage compliance with in SLA for:</p> <ul style="list-style-type: none"> • maintenance of parks and high profile gardens; • public place cleaning in commercial precincts, beaches and parks; • maintenance of Council assets
			Public place regulation and compliance programs undertaken	DMC	Decrease in complaints about companion animals in public spaces	
			Abandoned cars removed	DMC		
			Beach cleaning and beach pool cleaning program undertaken	DMPOSO DMM&C		
			Parks and reserves cleaned and maintained regularly	DMPOSO		

Sustainable Living

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L3a	Ensure that public places are clean and well maintained	Place Management; Parks Services and Maintenance; Urban Open Space Maintenance and Accessibility; Regulatory Services; Waste Services	<p>All playgrounds inspected and maintained regularly</p> <p>Trees in streets and reserves are maintained</p> <p>Inspection and removal of dumped rubbish and where appropriate enforcement action taken</p>	<p>DMPOSO</p> <p>DMPOSO</p> <p>DMC DMRR&PPC</p>		<p>Percentage of times high use playgrounds (Waverley Park, Bronte Park, Bondi Park & Tamarama Park inspected daily)</p> <p>Percentage of times all other playgrounds inspected monthly</p> <p>Percentage of times customer requests for maintenance of trees in streets and reserves meet timeframes and standards set</p> <p>Percentage of healthy trees maintained 12 months after planting season</p> <p>Number of times annually:</p> <ul style="list-style-type: none"> • non landscaped traffic calming devices maintained; • programmed maintenance of nature strips undertaken; • Bronte and North Bondi Pools cleaned <p>Percentage of times compliance with established graffiti and bill poster removal protocol is met</p> <p>Percentage of times public place regulation and compliance programs meet service standards meet</p> <p>Average time to remove dumped rubbish</p>

Sustainable Living

Direction: L3 Waverley's public places and spaces look and feel good

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L3a	Ensure that public places are clean and well maintained	Place Management; Parks Services and Maintenance; Urban Open Space Maintenance and Accessibility; Regulatory Services; Waste Services	Management of companion animals 'Adopt a tree' program continued Footpath garden program continued	DMC		Reduction in number of animals impounded annually Percentage of 'Adopt a tree' requests auctioned Percentage of footpath gardens approvals according to new policy and guidelines Percentage of footpath gardens approved and maintained annually

Sustainable Living

Direction: L3 Waverley's public places and spaces look and feel good

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L3a	Ensure that public places are clean and well maintained	Place Management; Parks Services and Maintenance; Urban Open Space Maintenance and Accessibility; Regulatory Services; Waste Services	SAMP 4 Park improvement works undertaken	DMPOSO		Provide landscaping and parks infrastructure upgrade to council parks and reserves
L3b	Develop E-Reporting process for illegal graffiti and billposters and illegal rubbish dumping	Public Place Cleansing	Development of online forms to streamline reporting process for graffiti and bill posters	DMRR&PPC	Application available for residents to report graffiti available and promoted on council website	Increase in number of incidents reported

Sustainable Living

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L4a	Use planning and heritage policies and controls to protect and improve the unique built environment	Development, Building and Health Services	Approved developments maintain and enhance the identity of Waverley's villages	DMSTP	All heritage items and areas identified and included in the Waverley LEP are protected	Number of development applications approved in line with Council's planning controls
			All properties with heritage significance listed within LEP	DMSTP		Properties and areas with heritage significance are identified within LEP
			Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review	DMSTP		Review of heritage controls outside Bondi Junction
L4b	Maintain a distinct sense of identity for individual village centres	Place Management Asset Management Services	Looking Good - streetscape improvement works undertaken	DMTS DMM&C	Streetscape improvements maintain the identity of the village centre	Finished cost for Capital Works projects is within + or - 10% of agreed budget and completed within 6 months of agreed timetable
			Civic Pride village improvement project initiated	DM RCPP		Number of civic pride enhancements proposed and implemented in conjunction with streetscape improvement works

Sustainable Living

Direction: L5 Buildings are well designed, safe and accessible and the new is balanced with the old

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L5a	Ensure planning and building controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected	Development, Building and Health Services; Regulatory Services	Approved developments achieve high quality urban design outcomes	DMDA	Development applications assessed and approved in line with Councils land use planning and heritage controls	Survey results from 2015-16 community survey on satisfaction with building development planning and controls (CCC Q4) Number of complaints about building work received annually
Comprehensive local environment plan (LEP) updated annually in line with Council's Land Use Strategy and the requirements of the NSW Department of Planning & Infrastructure			DMSTP	Level of satisfaction reported in Council's next community survey with Council's building development planning and controls is improving	New comprehensive LEP reviewed annually	
Development Control Plan (DCP) updated annually			DMSTP	Council's Strategic Land Use policies and plans are up to date	New comprehensive DCP reviewed annually	

Sustainable Living

Direction: L5 Buildings are well designed, safe and accessible and the new is balanced with the old

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L5a	Ensure planning and building controls for new buildings and building upgrades deliver high quality urban design that is safe and accessible, in which heritage and open space is recognised, respected and protected	Development, Building and Health Services; Regulatory Services	Strategic Land Use policies and plans reviewed regularly	DMSTP	Council's Strategic Land Use policies and plans are up to date	Percentage of Land Use plans/ policies requested by Council completed within timeframe required Planning Proposals are assessed and actioned in accordance with DoPI service standards. Respond to DoPI Guidelines, Working papers and Planning Reforms as required. Time to issue building certificates
			Compliance with Council requests for new or amended planning policies and land use plans	DMSTP		
			Building regulation, inspection and compliance undertaken	DMC		
L5b	Protect and maintain heritage significant buildings while ensuring they are fit for use	Development, Building and Health Services	Expert heritage advice on development applications	DMSTP	Good examples that show how heritage significant buildings can be retained and reused Good examples showing excellent design	Heritage advice referrals completed within service standard Heritage and Urban Design Awards conducted annually
			An ongoing public education campaign on heritage and good design including annual Heritage and Urban Design Awards	DMSTP		
L5c	Consider the use of planning controls and agreements to provide improvements to built public infrastructure	Development Building and Health Services	Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)	DMSTP	Improved public infrastructure	Number of Voluntary Planning Agreements (VPA) executed annually

Sustainable Living

Direction: L5 Buildings are well designed, safe and accessible and the new is balanced with the old

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L5c	Consider the use of planning controls and agreements to provide improvements to built public infrastructure	Development, Building & Health Services	Develop new Voluntary Planning Agreements (VPA) Policy	DMSTP	Improved public infrastructure and facilities	New VPA Policy adopted by Council

Sustainable Living

Direction: L5 Buildings are well designed, safe and accessible and the new is balanced with the old

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L5d	<p>Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles</p> <p><i>Many of the Deliverables outlined here will flow through to later Operational Plans</i></p>	Development, Building and Health Services; Regulatory Services	<p>Conduct Retail Hierarchy Study of Bondi Junction</p> <p>Bondi Junction is safer and more vibrant at night</p> <p>Bondi Junction Complete Streets - fostering street improvements designed first and foremost to be the best places for pedestrians</p> <p>Bondi Junction Public Domain Technical Manual</p> <p>Bondi Junction Pedestrian Activity / Public Life Survey</p> <p>Bondi Junction Awning Strategy / Policy</p>	DMSTP	<p>Improved commercial environment that encourages investment and entrepreneurship</p> <p>Create safer, more vibrant environments by increasing the number and range of night time activities in Bondi Junction</p> <p>Create more accessible environments through increased permeability</p> <p>Construct Public Domain Improvements</p>	<p>Retail Hierarchy Study completed and findings incorporated into LEP and DCP amendments as required</p> <p>Greater lineal metres of active frontage within Bondi Junction and village centres.</p> <p>Increase in the number of pedestrian through site links in new developments</p> <p>Increase in the numbers of pedestrians visiting the areas. measured via a pedestrian and stationary movement survey (renewed every 5 years)</p>

Sustainable Living

Direction: L5 Buildings are well designed, safe and accessible and the new is balanced with the old

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L5d	Develop a vision for Bondi Junction which creates vibrant and accessible public places through high quality urban design and placemaking principles	Development, Building and Health Services; Regulatory Services	Bondi Junction Night Activation Strategy Bondi Junction Parking Strategy Bondi Junction Loading / Servicing Strategy	DMSTP		Increased Pedestrian Activity in Bondi Junction Increase in lineal metres of awnings in Bondi Junction Centre

Sustainable Living

Direction: L6 Streets are safe and vibrant places which facilitate movement and interaction

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L6a	Reduce vehicle and pedestrian crashes by improving road and traffic safety measures	Traffic and Transport Services; Parking Services Asset Management Services	Construction of traffic islands in the Council area Improve safety around schools Traffic and pedestrian crashes reviewed annually	DMTS DMM&C DMPS DMTS	Safety of our roads is steady or improving	Traffic islands constructed in identified locations Number of parking patrols per week conducted around schools Number of crashes causing death or injury involving vehicles, pedestrians and cyclists are equal to or less than base year
L6b	Stabilise or reduce private passenger vehicle numbers or trips	Traffic and Transport Services	Waverley Transport Review completed	DMES	More people work, ride a bicycle or catch public transport	Annual travel data shows change in modal travel patterns Number of programs that encourage sustainable transport alternatives provided each year Greenhouse emissions from transport sector (tonnes CO ₂ e)

Sustainable Living

Direction: L6 Streets are safe and vibrant places which facilitate movement and interaction

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L6b	Stabilise or reduce private passenger vehicle numbers or trips	Traffic and Transport Services	<p>Infrastructure , education and promotion programs to encourage car efficiency and active travel as an alternative to the private car</p> <p>Improved quality and frequency of public transport in the LGA by working with state government and other agencies</p> <p>Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach e.g. Light Rail</p>	<p>DMES DMTS DMPS</p> <p>Director PES DMTS DMES DMSTP</p> <p>Director PES DMTS DMES DMSTP</p>	<p>Reduction in greenhouse emissions</p> <p>Travel data identifies modal shift away from private car</p> <p>Community satisfaction with pedestrian safety and accessibility</p>	<p>Greenhouse emissions from transport sector (tonnes CO2e)</p> <p>Annual travel data shows change in modal travel patterns</p> <p>Car share program is expanded and used</p> <p>Number of programs that encourage sustainable transport alternatives provided each year</p> <p>Community survey results about pedestrian safety and accessibility</p>

Sustainable Living

Direction: L6 Streets are safe and vibrant places which facilitate movement and interaction

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L6c	Ensure access to major movement hubs is clear and direct	Traffic & Transport Services	Improved pedestrian and commuter connections to public transport	DMSTP DMES DMTS	Implementation of Complete Streets recommendations	Comparison of public transport usage information from STA and SRA
L6d	Create place based centres which prioritise the pedestrian experience	Traffic & Transport Services	Improved public domain infrastructure	DMSTP DMTS DMEBD	Increased pedestrian activity in commercial centres	Annual pedestrian survey in key commercial centres

Sustainable Living

Direction L7: People frequently walk and ride their bikes, particularly for local trips

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L7a	Create safe and accessible pedestrian and cycle links into, out of and within Waverley	Traffic and Transport Services	Footpath amenity and accessibility improved	DMTS	Proportion of residents in Council's next community survey who view Waverley as a safe area for pedestrians and cyclists is steady or increasing	Survey results from 2015-16 community survey on Waverley as a safe area for pedestrians and cyclists (CCC Q6)
			Availability of bicycle parking improved	DMTS		Finished cost for Capital Works projects is within + or - 10% of agreed budget and completed within 6 months of agreed timetable
						Percentage annual increase in the number of bicycle parking spaces from base year

Direction: L8 Improved quality, integration and increased frequency of public transport in Waverley

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L8a	Improve and augment public transport along main routes	Traffic and Transport Services; Place Management	Support for public buses to directly connect neighbourhood centres	DMTS	Proportion of residents in Council's next community survey who think that public transport is adequate for their needs is steady or increasing	Survey results from 2015-16 community survey about public transport (CCC Q6)
Bus shelters maintained and replaced			DMTS DMM&C			
Information on Bondi Junction and Bondi promotes the use public transport			DMPM(CC)			
Parking patrols conducted along main roads during weekdays			DMPS			
Parking patrols conducted along transport corridors during weekends			DMPS			
L8b	Ensure all modes of public transport are accessible for all users	Traffic and Transport Services	Our infrastructure provides access to public transport that complies with the Commonwealth Disability Standards for Accessible Public Transport 2002	DMTS	Compliance with Commonwealth Disability Standards for Accessible Public Transport 2002	Percentage compliance with Commonwealth Disability Standards for Accessible Public Transport 2002 achieved by December 2013

Sustainable Living

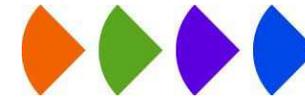
Direction: L8 Improved quality, integration and increased frequency of public transport in Waverley

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L8c	Improve access to the Bondi Junction interchange	Property Services, Urban Planning, Technical Services	Partner with private landowners and TfNSW to improve access to Bondi Junction Interchange More efficient and safer access to the Bus Rail Interchange for commuters	Director PES DMTS DMES DMSTP DMPS DMSTP DMTS	Improved access to interchange Provide an improved commuter connection to the Bus Rail Interchange from the Oxford Street Mall.	Improvement works completed Commuters accessing the Bus Rail Interchange from Oxford Street Mall is increasing
L8d	Implement mass transit between Bondi Junction and Bondi Beach	Urban planning	Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach e.g. Light rail	DMES	Reduction in greenhouse emissions Travel data identifies modal shift away from private car	Annual travel data shows change in modal travel patterns Greenhouse emissions from transport sector (tonnes CO2e)

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
L9a	Ensure fair access to parking services through regular review of parking demand, fee structures, enforcement and facilities	Parking Services	<p>Parking patrols conducted in accordance with adopted program in commercial and residential areas</p> <p>Accepted Residential Preferential Parking Scheme recommendations implemented</p>	DMPS	<p>Community satisfaction with local traffic management, as reported in Council's next community survey, is steady or increasing</p> <p>Community satisfaction with on-street parking management, as reported in Council's next community survey, is steady or increasing</p>	<p>Number of parking patrols conducted in commercial areas in relation to parking</p> <p>Number of parking patrols conducted in residential areas in relation to parking</p> <p>Re-organisation of Residential Preferential Parking Scheme area boundaries completed.</p> <p>Parking Permits issued in compliance with legislative requirements.</p>
L9b	Increase the community's knowledge and awareness of safe parking practices	Parking Services	Rolling education program to promote safe parking carried out	DMPS	Safety of our roads is steady or improving	<p>Number of articles on safe parking published annually</p> <p>Number of talks on road safety provided to schools or other organisations</p>

Sustainable Environment



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

	Direction	WT3 Target	Baseline Figures
E1	Waverley's Community contributes to the reduction of greenhouse gas emissions.	30% reduction in greenhouse gas emissions by 2020 based on 2003/04 levels.	In 2003/04, the Waverley community emitted some 495, 000 tonnes of CO2, which equates to around eight tonnes per person.
E2	Waverley and its community are well prepared for the impacts of climate change.	70% reduction in Council's greenhouse gas emissions by 2020 based on 2003/04 levels.	In 2003/04, operations by Waverley Council resulted in emissions of some 8,433 tonnes of CO2 equivalent.
		30% of electricity used in the LGA comes from renewable sources by 2020.	In 2007, the proportion of greenpower purchased by the Waverley community was 1%.
		Average kilometres travelled by Waverley residents per day by private car declines by 15% by 2020 based on kilometres travelled in 2006.	In 2006 the average Waverley resident drove 11 kilometres per day.
E3	Waverley's community, including its visitors, reduces the amount of waste it generates and increases the amount it reuses and recycles.	40% of the daily total distance travelled by residents is by public transport, walking or cycling.	In 2006 25% of the total daily distance travelled by residents of Waverley was by public transport, walking or cycling.
		No net increase in overall waste generation by 2020 based on 2003/04 levels.	In 2003/04 the total amount of domestic waste generated in the LGA (including garbage, recycling and green waste) was 27,742 tonnes. The total amount of commercial waste was 5,183 tonnes.
		75% of the LGA's domestic and commercial waste diverted from landfill by 2020.	

	Direction	WT3 Target	Baseline Figures
E4	Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations.	<p>Zero increase in the LGA's mains water consumption by 2020 based on 2005/06 levels.</p> <p>50% reduction in Council's mains water consumption by 2020 based on 2005/06 levels.</p> <p>No more than 10% mains water consumption by Council for non-potable uses by 2050.</p>	<p>In 2005/06 mains water consumption within Waverley was 6,208,915 kilolitres.</p> <p>In 2005/06 Council used some 76,579 kilolitres of mains water in its operations.</p> <p>Unconfirmed.</p>
E5	The waterways and beaches are clean and free of pollutants.	<p>More than 345 clean beach days per annum (>95%) based on DECCW Beachwatch Water Quality Results.</p> <p>The proportion of residents who rate the water quality in beaches and waterways as clean is steady or increasing.</p>	<p>In 2008 Waverley beaches experiences 347 clean beach days.</p> <p>In 2009, 76% of residents thought the water was clean in beaches and waterways.</p>
E6	A network of parks and coastal reserves, street trees and other planting provides a habitat for a thriving local ecology.	<p>The connectivity of wildlife habitat corridors increased by 2020 based on 2009/10 levels, measures as square metres of coverage.</p> <p>No localised flora and fauna extinctions based on 2009/10 levels.</p> <p>Continually improve the quality and ensure no loss of native vegetation based on 2009/10 levels.</p> <p>Reduce pests and weeds by 2020 based on 2009/10 levels.</p>	<p>Unconfirmed.</p> <p>Unconfirmed.</p> <p>Unconfirmed.</p> <p>Unconfirmed.</p>

	Direction	WT3 Target	Baseline Figures
E7	Our coastal waters provide a habitat for a thriving marine ecology.	No localised extinction of marine inter-tidal species based on 1999 levels.	In 1999 a marine inter-tidal survey of Waverley's rock platforms showed 68 species.
E8	Waverley is an environmentally educated and committed community.	Our community rates the environment as an important issue. Satisfaction with Council's environmental management and education is increasing.	In 2009 93% rated the environment management and education provided by council as critical, very or quite important. 34% of residents were satisfied with council's environmental management and education.

Direction: E1 Waverley's community contributes to the reduction of greenhouse gas emissions

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E1a	Improve energy efficiency of Council and non-Council owned public place lighting	Environmental Services; Asset Management Services; Financial Services	Identify and implement energy efficiency retrofit opportunities on Council assets	DMES DMBSP	Greenhouse gas emissions from Council operations are reducing	Greenhouse gas emissions (tonnes CO2e) from Council operations Amount of electricity used (MWh) in Council operations Capacity of low carbon technology systems installed on Council assets (MW)
Partner with Ausgrid to improve the energy efficiency of public place lighting			DMES DMTS	Energy consumption in identified Council assets are reducing	An increase in low carbon technology on Council assets	

Sustainable Environment

Direction: E1 Waverley's community contributes to the reduction of greenhouse gas emissions

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E1b	Investigate and implement low carbon technologies	Environmental Services	Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented	DMES DMBSP	Improved uptake of low carbon technologies throughout Waverley LGA	Greenhouse gas emissions (tonnes CO2e)
			Partner with major greenhouse emitters in Waverley LGA to undertake low carbon technology investigations / retrofits	Director PES DMES	Reduction in greenhouse gas emissions	Amount of electricity used (MWh) on retrofit sites
			Encourage uptake of low carbon technologies in the community	DMES	An increase in renewable energy consumption	Capacity of low carbon technology systems installed in Waverley (MW)

Direction: E1 Waverley's community contributes to the reduction of greenhouse gas emissions

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E1c	Improve energy efficiency of new and existing building stock	Development, Building and Health Services; Environmental Services	Incentives developed to encourage sustainable retrofitting of existing building stock	DMES DMDA	Improved accessibility of Waverley residents to energy efficient technologies Reduction in greenhouse gas emissions from retrofitted buildings	Greenhouse gas emissions (tonnes CO2e) Number of best practice sustainable buildings in Waverley Uptake of incentives for sustainable building design / retrofits
			Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process	DMES DMDA		
			Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits	DMES		
			Opportunities for improved energy efficiency and low carbon technologies in commercial and residential buildings identified and controls developed	DMSTP DMES		

Sustainable Environment

Direction: E1 Waverley's community contributes to the reduction of greenhouse gas emissions

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E1d	Encourage and support the Waverley community to minimise electricity use and reliance on non-renewable energy	Environmental Services; Asset Management Services; Development, Building and Health Services	Uptake of Greenpower by residents and businesses increased through promotion and retailer partnerships	DMES	An increase in electricity sourced from renewable energy	Greenhouse gas emissions (tonnes CO2e)
			Implementation of low carbon and renewable technologies in new and existing residential, commercial and retail development encouraged and facilitated	DMES DMSTP DMDA	Reduction in electricity consumption from residential and non-residential sector	Amount of electricity used (MWh)
			Partner with major residential and non-residential electricity consumers to reduce consumption and improve efficiency	DMES DMBSP		Amount of Greenpower used (MWh)

Direction: E1 Waverley's community contributes to the reduction of greenhouse gas emissions

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E1e	Increase the efficiency of car use through increased passengers, car pooling, car sharing, small cars, fuel efficiency and reducing trips	Environmental Services; Development, Building and Health Services; Traffic and Transport Services	Increased use of car share vehicles to reduce private vehicle ownership, vehicle kilometers travelled (VKT) and parking demand	DMES DMTS	Reduction in greenhouse emissions Travel data identifies modal shift away from private car	Annual travel data shows change in modal travel patterns Car share program is expanded and used Number of programs that encourage sustainable transport alternatives provided each year
			Improve environmental performance of Council fleet	DMES DMBS	Community satisfaction with pedestrian safety and accessibility	Greenhouse emissions from transport sector (tonnes CO2e)
			Infrastructure , education and promotion programs to encourage car efficiency and active travel as an alternative to the private car	DMES DMTS DMPS	Community survey results about pedestrian safety and accessibility	

Sustainable Environment

Direction: E1 Waverley's community contributes to the reduction of greenhouse gas emissions

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E1f	Increase trips by active travel including walking, cycling and public transport	Environmental Services; Development, Building and Health Services; Traffic and Transport Services	Plans and policies that encourage active travel including but not limited to reducing parking availability and discouraging private car trips	DMSTP DMES DMTS DMPS	Reduction in greenhouse gas emissions	Annual travel data shows change in modal travel patterns Bike Plan implementation Number of additional bike facilities provided each year Partnership with NSW Government on mass transit options established
			Improved quality and frequency of public transport in the LGA by working with state government and other agencies	Director PES DMTS DMES DMSTP	Travel data identifies modal shift away from private car Community satisfaction with pedestrian safety and accessibility	
			An expanded cycling network with the provision of bike facilities throughout the LGA	DMTS DMES	Area dedicated to private car	
			Pedestrian networks which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities			

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E1f	Increase trips by active travel including walking, cycling and public transport		Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach e.g. light rail	DMES Director PES DMTS	Improved public transport movement between Bondi Junction and Bondi Beach	Numbers of meetings attended by Council Staff about light rail in the Eastern Suburbs

Sustainable Environment

Direction: E2 Waverley and its community is well prepared for the impacts of climate change

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E2a	Identify, plan and respond to future impacts of climate change	Environmental Services	Continue to assess and manage climate change impacts in the Waverley area including impacts on our natural assets, built infrastructure and the community's health	DMES DMTS	Council and the community are aware of the physical and legal implications of climate change impacts in our LGA	Implement recommendations of the Waverley Coastal Vulnerability Study
			Ensure Council assets are effectively maintained in order to deal with future climate change impacts	DMES		
			Investigate and implement micro-climate management actions to reduce urban heat island effect	DMES		

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E2b	Ensure Council and the community are well prepared for inevitable climate change impacts	Environmental Services; Development, Building and Health Services	Develop and implement climate change adaptation plan	DMSTP DMES	Council's plans and policies ensure we are well prepared for future climate change impacts	Climate change adaptation plan developed and promoted
			Community educated and informed about identified climate change risks	DMES	The community is aware of climate change impacts	

Sustainable Environment

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E3a	Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places	Environmental Services; Development, Building and Health Services; Waste Services; Regulatory Services	A domestic waste and recycling service, together with a public place litter collection service	DMRR&PPC	We are sending less waste to landfill	Services missed as a percentage of services provided
			Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	DMES DMRR&PPC DMB&S	We are producing less waste	Reduction in amount of waste produced
			Residential food waste reduction program implemented	DMES	We are recycling more	Reduction in the amount of waste to landfill
			A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement	DMES DMRR&PPC		Reduction in the amount of waste from Council operations
			Local events and initiatives that encourage recycling of other waste types e.g., Clothes Swaps, Second Hand Market Days, Freecycle	DMES		Increased recycling rates

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E3a	Reduce waste generation and maximise recycling in Council operations, homes, businesses, schools, development sites and public places	Environmental Services; Waste Services	Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	DMES DMRR&PPC	We are sending less waste to landfill We are producing less waste	Reduction in amount of waste produced Reduction in the amount of waste to landfill
			Local collection options for the responsible disposal or recycling of non-putrescible wastes e.g., batteries, paints, oil heaters investigated	DMES DMRR&PPC	We are recycling more	Reduction in the amount of waste from Council operations
E3b	Reduce littering and illegal dumping	Environmental Services; Waste Services	Infrastructure, education and enforcement programs to reduce littering and illegal dumping are implemented	DMES DMRR&PPC	Reduced illegal dumping Reduced littering	Reduced number of illegal dumps reported Reduction in the amount of waste to landfill Audit results show reduced quantity of litter on beaches

Sustainable Environment

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E3b	Reduce littering and illegal dumping		Partner with the NSW Government and regional councils to deliver an integrated littering and illegal dumping programs	DMES DMRR&PPC		
E3c	Investigate and implement emerging waste technologies to maximise landfill diversion	Environmental Services; Waste Services	Continue to investigate and implement emerging waste technologies that will reduce waste to landfill and improve recycling	DMES DMRR&PPC	We are sending less waste to landfill We are producing less waste We are recycling more	Annual investigation of emerging waste technologies complete

Direction: E4 Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E4a	Improve water efficiency of new and existing building stock	Environmental Services; Development, Building and Health Services; Asset Management Services	Work with Strata to promote water efficiency/ reuse in multi-unit dwellings	DMES	Council's use of water is decreasing Council's use of non potable sources of water has increased	Potable water consumption (kL) Non-potable water consumption (kL)
			Reduction in potable water use in new Council assets	DMES DMRCPP		
			Water efficiency and recycling technology at Council's highest water consuming sites investigated and implemented	DMES DMPOSO		
			Irrigation efficiency at Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water	DMES DMPOSO		

Sustainable Environment

Direction: E4 Water is used carefully and sparingly in Waverley's buildings, gardens, businesses and Council operations

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E4b	Encourage and support the Waverley community to minimise water consumption and reliance on potable water supplies	Environmental Services; Asset Management Services	Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses	DMES	Potable water consumption is reduced	Amount of water consumed (kL) Number of conservation workshops held Water savings achieved (kL)
			Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates/ discounts	DMES	Non-potable water consumption increases	
			Continue to work with businesses to reduce potable water consumption	DMES		

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E4c	Investigate and implement recycled water technologies	Environmental Services; Parks Services and Maintenance	Water harvesting and reuse opportunities at sites with reliable harvesting potential (i.e., base flow or groundwater) and high demand for reuse water identified and projects designed and undertaken to harvest and reuse water	DMES DMPOSO		Potable water consumption (kL) Non-potable water consumption (kL) from Council operations

Sustainable Environment

Direction: E5 The waterways and beaches are clean and free of pollutants

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E5a	Minimise pollutants in stormwater discharged into waterways	Environmental Services; Asset Management Services; Regulatory Services	Pollution prevention devices installed and maintained throughout the LGA	DMES DMM&C	Compliance with DECCW Beachwatch and Ocean Pool Quality Guidelines	Results of annual waste audit of cigarette butts on Bondi Beach Number of community environmental education programs conducted Results of annual waste audits Amount of pollutants removed from gross pollution control devices each year Number of pollution prevention devices installed
			Stormwater Harvesting Infrastructure maintained	DMM&C		
			Water quality at key coastal sites is regularly monitored	DMES	Littering is minimised	
			Targeted community environmental education and awareness program on stormwater pollution prevention undertaken	DMES		
			Inspections of LGA to ensure compliance with the <i>Protection of the Environment Operations Act 1997</i> undertaken	DMC		

Direction: E5 The waterways and beaches are clean and free of pollutants

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E5b	Minimise the discharge of untreated wastewater and sewage overflows into receiving waterways	Environmental Services; Governance, Integrated Planning and Community Consultation	Partnerships with external organisations to promote water quality improvement programs	DMES	Comply with EPA Beachwatch water quality guidelines The proportion of residents in Council's next community survey who rate the water quality in beaches and waterways is steady or increasing	Water quality assessment results Pollutants removed from Gross Pollutant Traps (GPTs) and stormwater pits monitored
			Integrated water quality management program implemented in Waverley	DMES DMTS	Water quality discharged into receiving waters improves	Number of water quality improvement programs implemented

Sustainable Environment

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E6a	Ensure no further loss of remnant vegetation	Environmental Services; Urban Open Space Maintenance and Accessibility; Parks Services and Maintenance	A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented	DMPOSO DMRCPP	The biodiversity of our area is maintained	Number of trees planted per year by Council
			Significant tree register maintained and updated	DMRCPP	No loss of native plants and animal populations	Percentage of trees planted by Council that survive
			Local native seed propagation program for local plantings implemented	DMRCPP	Significant trees in Waverley are protected	Number of significant trees protected annually
			Outcomes from Waverley flora and fauna study integrated into Council plans and policies	DMES DMSTP	Planning instruments updated so that they include flora and fauna study information	Condition survey on remnant bushland sites completed/ updated Undertake ongoing field surveys to identify all elements of biodiversity so they can be conserved Planning instruments updated

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E6b	Improve the condition of existing areas of remnant vegetation	Environmental Services; Urban Open Space Maintenance and Accessibility; Parks Services and Maintenance	Areas of threatened and endangered species identified	DMES	The biodiversity of our area is maintained	Condition survey on remnant bushland sites
Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat			DMES DMRCP DMPOSO	No loss of native flora and fauna populations	Undertake ongoing field surveys to identify all elements of biodiversity so they can be conserved	
Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented			DMES DMRCP DMPOSO	Increased habitat for local ecology	Number of plants planted	
Waverley Street Tree Planting program implemented			DMPOSO		Number of biodiversity conservation programs annually	
						Annual progress with Street Tree Planting program

Sustainable Environment

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E6c	Increase the quantity and quality of habitat cover on private and public properties	Environmental Services; Urban Open Space Maintenance and Accessibility; Parks Services and Maintenance	Encourage native plantings on public / private property in identified habitat corridors	DMES DMRRCP DMPOSO	Increase vegetation coverage on habitat corridors	Percentage increase in vegetation coverage on habitat corridors

Direction: E7 Our coastal waters provide a habitat for a thriving marine ecology

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E7a	Protect local marine biodiversity through education and enforcement	Environmental Services; Regulatory Services	Work with Department of Environment, Climate Change and Water (DECCW) to protect local marine biodiversity	DMES	Marine biodiversity is protected	Number of infringements issue for breaches of marine regulations Number of programs on local marine environment delivered
Enforcement of marine regulations including fishing bait collection rules throughout the LGA			DMC			
Partnering with the Marine Discovery Centre to educate the community about our local marine environment			DMES			

Sustainable Environment

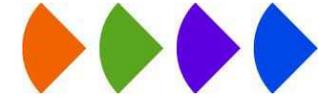
Direction: E8 Waverley is an environmentally educated and committed community

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E8a	Encourage and support community involvement in our environmental program	Environmental Services; Governance, Integrated Planning and Community Consultation	Communication and awareness activities on Council's sustainability program rolled out	DMES	Community satisfaction with Council's environmental management and education, as reported in Council's next community survey, is steady or increasing	Survey results from 2015-16 community survey about satisfaction with Council's environmental management and education (CCC Q4)
			Coordination and support to the Eastern Suburbs Schools Environment Network so local teachers, parents, and students have the opportunity share experiences and increase their skills and knowledge	DMES	Importance of, and satisfaction with Council's environmental management and education is steady or increasing	Number of meetings held with schools in Eastern Suburbs Schools Environment Network
			Work with local childcare centres to improve environmental skills and knowledge and deliver environmental outcomes	DMES	Community satisfaction with Council's environmental management and education, as reported in Council's next community survey, is steady or increasing	Number of environmental initiatives implemented at each childcare centre
			A Waverley Council Sustainable Schools Program	DMES		Percentage of schools in LGA participating in Sustainable Schools Program

Direction: E8 Waverley is an environmentally educated and committed community

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
E8b	Conduct engagement programs that encourage positive environmental behaviour change	Environmental Services	A environmental workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours	DMES	Community satisfaction with Council's environmental management and education, as reported in Council's next community survey, is steady or increasing Importance of, and satisfaction with Council's environmental management and education is steady or increasing	Survey results from 2015-16 community survey about satisfaction with Council's environmental management and education (CCC Q4) Number of residents participating annually in workshops and events that encourage positive environmental behaviour change
			A lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues	DMES		
			A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment	DMES		
			An environmental grants program for schools to gain funding to implement environmental projects and programs	DMES		

Sustainable Governance



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

	Direction	WT3 Target	Baseline Figures
G1	Inspiring community leadership is achieved through decision making processes that are open, transparent, corruption resistant and based on sound integrated planning.	The proportion of residents who believe Council acts in an open and honest way is increasing.	In 2009, 36 % of residents believed Council acts in an open and honest way.
G2	Our Community is actively engaged in well-informed decision processes.	The proportion of residents who believe they have the opportunity to have a say in what Council does is increasing. Satisfaction with being informed about Council activities is increasing.	In 2009, 26% of residents were satisfied with community involvement in Council's decision making. 32% of residents were satisfied with Council informing them about its activities.
G3	Services are accessible and provided in a professional, friendly and timely manner.	Satisfaction with Council's customer service is steady or increasing.	In 2009, of those residents who had contact with Council, 62% were satisfied with the overall handling of the contact. Further, 58% were satisfied with the response time.
G4	Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships.	The proportion of residents who believe Council's operations are efficient, effective and provide value for money is increasing.	In 2009, 54% of residents agreed Council-provided facilities and services are good value for money.

	Direction	WT3 Target	Baseline Figures
G5	Waverley is financially sustainable with the revenue and resources required to support implementation of the community's plans and to provide the infrastructure performance and services our community needs.	Council is declared financially sound annually	In 2008/09, Council was declared financially sound by independent auditors, Spencer Steer.
G6	Waverley assets are well maintained for their current purpose and for future generations.	Council assets are capable of delivering the desired levels of service as measured by achieving the following asset condition ratings on an annual basis.	See <i>Waverley Together 3</i> .
G7	In service delivery sound safety and risk management practices are well maintained for their current purpose and for future generations	Lost Time Injuries that occur in Council are reduced by 57% by 2020, based on 2005/6 levels	In 2003/04 the number of Lost time Injuries that occurred in Council as a result of a workplace injury was 61.
G8	Community information assets are well secured and managed in an accessible way.	75% of Council staff agrees that the organisation is operating effectively within the Business Excellence Framework by 2013.	In 2008, 65% of staff either 'strongly agreed' or 'tended to agree' that Council is operating effectively within the seven categories of the Business Excellence Framework.
G9	A committed and adaptable workforce governed by good leadership makes a strong contribution to achieving the community vision.	75% of Council staff agrees that the organisation is operating effectively within the Business Excellence Framework by 2013.	In 2008, 65% of staff either 'strongly agreed' or 'tended to agree' that Council is operating effectively within the seven categories of the Business Excellence Framework.

Sustainable Governance

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G1a	Develop and maintain a framework of plans and policies that ensures open and transparent operations that facilitate equitable benefit sharing and progress towards sustainability	Corporate Support Services; Governance, Integrated Planning and Community Engagement	Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	DMG&IP	The proportion of residents in Council's next community survey who believe that Council acts in an open and honest way is increasing (CCC Q6)	<p>All identified governance policies reviewed at least every three years</p> <p>All significant Council policies available on Council's website</p> <p>Community Strategic Plan and Workforce Plan revised every four years</p> <p>Strategic asset management plan and long term financial plan revised regularly</p> <p>Six monthly reports provided to Council on progress with Delivery Program</p>
A suite of integrated corporate plans that meet legislative requirements developed and maintained			Director C&TS DMG&IP			
Regular reporting to Council on progress with implementation of integrated corporate plans			DMG&IP			

Sustainable Governance

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G1b	Promote and embed good governance and corruption prevention practices in operational activities	Corporate Support Services; Governance, Integrated Planning and Community Engagement	Regular ethics and Code of Conduct training provided for Councillors and staff	DMG&IP DMHROD	The proportion of residents in Council's next community survey who believe that Council acts in an open and honest way is increasing (CCC Q6)	Number of ethics and Code of Conduct training events provided annually to Councillors
			Internal audit function supported	DMG&IP		Percentage of new employees who undertake ethics and EEO training within three months Percentage of staff who complete refresher training every three years Internal audit program developed and adopted
G1c	Our leaders advocate on our behalf to promote our area's interests and win resources	Mayoral Office GMU	Mayor's role in advocating the provision of resources for the Waverley local government area	MGMU	Securing resources from within and beyond the local government area	Intergovernmental and regional collaboration/advocacy activities undertaken by the Mayoral Office

Sustainable Governance

Direction: G2 Our community is actively engaged in well-informed decision processes

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G2a	Promote and require strategic directions that are inclusive and reflects the views of the community	Customer Services and Communication; Governance, Integrated Planning and Community Engagement	A Community Engagement Strategy that meets legislative requirements	Director C&TS	Council's Community Engagement Strategy provides the direction for the review of the Community Strategic Plan and the next Delivery Program	Community survey conducted and results available for consideration by each new Council – next survey due 2016
			A Community Strategic Plan that is inclusive	Director C&TS		Community Engagement Strategy reviewed and adopted by Council prior to consultation on the review of the Community Strategic Plan
G2b	Provide opportunities in a variety of forums for all stakeholders to contribute to community decision making	Governance, Integrated Planning and Community Engagement	Advisory committees, precinct committees and community forums supported and maintained	DMRCP DMPMCC DMES Director PW&S	The proportion of residents in Council's next community survey who believe they have the opportunity to have a say in what Council does is increasing (CCC Q4)	Number and type of community committees and forums held annually
			A website that supports community comment and engagement and includes a 'Have a Say' portal	DMRCP MGMU		Percentage of consultation events, draft policy and plans placed on website

Sustainable Governance

Direction: G2 Our community is actively engaged in well-informed decision processes

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G2c	Promote and advocate communications that are targeted, accessible and clearly branded	Community Services; Customer Services and Communication	A regular, professionally produced and interesting community newsletter	MGMU	A widely read community newsletter	Increase in number of respondents that report receiving and reading Council's community newsletter
			Council's Communications Plan and Community Engagement Strategy developed and implemented	MGMU	The proportion of residents in Council's next community survey who express satisfaction with being informed about Council's activities is increasing	
			Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service (TIS)	DMRCP	Targeted communication is available in different formats about key Council plans and decision making	
			Social media and other communications channels improved to maximise effectiveness of two-way communications between Council and the community to enhance service satisfaction	MGMU	Greater use of social media and electronic communications channels to allow better communication with customers	Number of TIS promotions and feedback sessions with targeted staff
						Usage levels of council social media sites

Sustainable Governance

Direction: G3 Services are accessible and provided in a professional, friendly and timely manner

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G3a	Promote and advocate systems and procedures that support efficient and effective service delivery which meets or exceeds customer satisfaction goals	Customer Services and Communication; Corporate Support Services	Customer service training provided to staff	DMHROD	The proportion of respondents in Council's next community survey reporting satisfaction with Council's customer service is steady or increasing	Percentage of identified staff trained in customer service or customer service systems and processes annually compared to number that need to be trained
			Training in systems and processes that support customer service provided to identified staff	DMHROD DMLCS		
			Business process and information systems enhanced in accordance with Business & Information Systems Steering Committee plan	Director C&TS		Percentage of activities in the Business & Information Systems plan implemented annually
G3b	Monitor and report regularly against the service standards set for customer service	Customer Services and Communication	Regular customer surveys conducted	DMLCS	The proportion of respondents in Council's next community survey reporting satisfaction with Council's customer service is steady or increasing	Score on customer satisfaction surveys
			Performance against standards for customer requests and complaints recorded in Council's customer request system (CRMS) monitored and reported	DMLCS		
						Percentage of CRMS requests completed within service standard

Sustainable Governance

Direction: G4 Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G4a	Promote and advocate the regular review of services to ensure they are efficient, effective and responsive to customer needs	Corporate Support Services; Customer Services and Communications	Undertake the Workforce Program of business and improvement reviews	DMHROD	The proportion of residents in Council's next community survey who believe that Council's operations are efficient, effective and provide value for money is steady or increasing	Number of reviews undertaken annually compared to adopted program
			Implement workforce benchmarking program to compare like Councils	DMHROD		Annual benchmarking program developed and commenced
			Efficiency & effectiveness gains through increasing the variety of services delivered on-line	MGMU	Annual increase in online services	Measurement of use and uptake of on-line services through regular web reports

Sustainable Governance

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G4b	Provide a range of efficient and effective corporate support services	Corporate Support Services; Governance, Integrated Planning and Community Engagement Asset Management Services	Professional and timely support and assistance to Councillors and meetings of Council and Council committees	DMG&IP	Council's corporate support services are recognised for being efficient, effective and economical	Requests from Councillors completed within seven days of receipt
			Council's vehicle fleet and plant maintained	DMB&S		Minutes and agenda for Council and Council committees meet service standards set
			Computer and communications network availability ensured	DMFISS		Council's vehicle fleet and plant availability, utilisation and costs
						Computer network availability (excluding planned downtime)
						Phone system availability (excluding planned downtime)

Sustainable Governance

Direction: G4 Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G4b	Provide a range of efficient and effective corporate support services	Corporate Support Services; Governance, Integrated Planning and Community Engagement Asset Management Services	An efficient and effective payroll service	DMHROD	Council's corporate support services are recognised for being efficient, effective and economical	Staff paid on time and accurately
			Efficient and effective corporate procurement services	DMFISS		Number of stocktakes of items in store undertaken annually
			Store operations that are efficient, effective and delivered in a timely manner	DMB&S		Number of audits of purchasing conducted annually
		Development Building and Health Services; Corporate Support Services	DMSTP	Percentage of section 149 certificates issued online compared to total issued annually		
G4c	Pursue and participate in regional resource sharing and partnership initiatives which provide community benefits	Corporate Support Services	Participation in partnerships and projects through SSROC	MGMU	Measurable community benefits achieved through partnerships	Number of SSROC projects in which Council participates annually
			Participation in partnerships and projects with other councils and organisations			Number of other community benefit partnerships formed and maintained

Sustainable Governance

Direction: G4 Coordinated, efficient and effective services are delivered through the most appropriate agencies and partnerships

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G4d	Actively engage in industry continuous improvement and reform with government and private sector partners to seek long term community benefit	Corporate Support Services	Development of strategic service management planning	Director C&TS	Organisational efficiencies gained through the development of Strategic Service Management Plans	Number of Strategic Service Management Plans developed across the Council

Sustainable Governance

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G5a	Promote and advocate the provision of financial reporting systems in an accurate, timely, transparent and honest manner to ensure sustainability of public assets and resources	Corporate Support Services	Financial advice and coordination to ensure Council meets overall budget performance targets provided	DMFISS	Council is declared financially sound by auditors independent of Council	<p>Annual budget targets met or exceeded</p> <p>Number of green lights on Local Government Finance Health Check Indicators</p> <p>Annual financial audit completed and reported on time</p> <p>Rate notices issued in accordance with legislative timetable</p> <p>Rates outstanding as a percentage of rates collected</p> <p>Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index</p>
G5b	Undertake long term financial and economic planning	Corporate Support Services	Four year forecast prepared annually	DMFISS	Long term financial sustainability achieved and maintained	<p>Four year forecast completed and reported to Council each year</p> <p>10 year financial plan review completed and reported to Council each year</p> <p>Surplus or balanced budget achieved annually</p>
			Ten year financial plan (LTFP) reviewed annually	DMFISS		
			Council's expenditure is funded sustainably	DMFISS		
			Council's expenditure satisfies the needs of the community	Director C&TS		

Sustainable Governance

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G5b	Undertake long term financial and economic planning	Development	Development of Waverley Economic Development Plan/Strategy	DMSTP	Waverley seen as place to invest	Quarterly progress reporting (subject to availability of funding)

Sustainable Governance

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

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G5b	Undertake long term financial and economic planning	Corporate Support Services; Asset Management Services	A revised Investment Strategy that is being implemented	Director C&TS	Optimal performance of key Council assets that meet a number of social, environmental, accommodation and financial objectives	Progress reporting with Investment Strategy projects Development of Investment Strategy 3
			A revised Investment Strategy building on progress of earlier strategies and financial modeling and multi-criteria analysis	Director C&TS		
G5c	Promote the establishment and maintenance of commercial business operations that contribute to Waverley's financial sustainability	Asset Management Services, Cemetery Services, Parking Services	Budgeted financial performance for all commercial leases met or exceeded	DMBSP	Council's business activities achieve annual budget targets	Performance of Council's business activities against budget targets
			Budgeted financial performance for Cemetery business operations met or exceeded	DMBSP		
			Budgeted financial performance for Council car park business operations met or exceeded	DMBSP		

Sustainable Governance

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G5c	Promote the establishment and maintenance of commercial business operations that contribute to Waverley's financial sustainability	Commercial Waste Services	Budgeted financial performance for commercial waste collection and recycling service met or exceeded	DMB&S	Council's business activities achieve annual budget targets	Performance of Council's business activities against budget targets

Sustainable Governance

Direction: G6 Waverley assets are well maintained for their current purpose and for future generations

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G6a	Regularly revise Strategic Asset Management Plans and integrate with financial planning processes	Asset Management Services; Corporate Support Services	Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	Director C&TS	Asset Management Plans are fully funded The proportion of residents in Council's next community survey who are satisfied with the maintenance of Council's assets is steady or increasing	Survey results from 2015-16 community survey in relation to maintenance of Council's assets (CCC Q4) Strategic Asset Management Plans updated regularly Asset maintenance and renewal estimates are shown in Long Term Financial Plans and reported to Council each year
			Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans	Director C&TS		
G6b	Implement adopted Asset Management Plans	Asset Management Services	A program of capital works developed and implemented	DMTS	Council assets are capable of delivering the desired levels of service	On-time and on budget delivery of priority capital works On-time and on budget delivery of the adopted Annual Maintenance Programs The proportion of assets in Condition Ratings 1, 2 and 3 increases until adopted targets for the condition of assets in WT3 are achieved
			An annual asset maintenance program	DMTS		
G6c	Implement the adopted Asset Management Continuous Improvement Plan	Asset Management Services	On-track delivery of 80% of scheduled activities in adopted Asset Management Continuous Improvement Plan each year	DMTS	Agreed benchmarks are met for each element of the Business Excellence Framework for Asset Management	Ongoing improvement in self-assessed scores on meeting agreed Business Excellence Framework (BEF) benchmarks for asset management

Sustainable Governance

Direction: G7 In service delivery sound safety and risk management practices are maintained to protect the community and service agency staff

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G7a	Provide a safer environment by implementing specific risk management practices	Corporate Support Services	Operational risk processes and strategies Developed Developing and implementing a Disaster Recovery Plan	Risk and Safety Manager	Development of a Risk Management Framework to identify all risks at Council Disaster Recovery Plan in place and Business Continuity Plans drafted	Number of programs within the Risk Management Framework developed per annum Disaster Recovery Plan completed and Business Continuity Plans drafted by June 2014
G7b	Maintain safe workplaces	Corporate Support Services	Number of lost time injuries and incidents reduced	Risk and Safety Manager	Council staff are safer and healthier	Reduction in lost time injuries Reduction in incidents

Sustainable Governance

Direction: G8 Community information assets are well secured and managed in an accessible way

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G8a	Promote and advocate the improved management of, and access to, information across Council	Corporate Support Services; Customer Services and Communication; Governance, Integrated Planning and Community Engagement	Records management and information access services provided	DMG&IP	Improved compliance with Council's Records Management Policy	Percentage of staff who comply with Council's Records Management Policy
			Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	DMG&IP		Percentage of applications under GIPA and Privacy and Personal Information Protection Acts processed annually in accordance within legislative timeframes
			Effectiveness of web site monitored	MGMU		Increase in number of visits to website each year
			Geographic information and mapping system across Council maintained	DMSTP		Software and mapping database updates completed annually Provision of online mapping system to public
G8b	Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy	Corporate Support Services; Governance, Integrated Planning and Community Engagement	All reports required by legislation or requested by Government departments and agencies provided	DMG&IP DMFISS DMES DMC	Reports required by legislation provided on time and in required format	Reports required by legislation provided on time and in required format
			Annual report on key council's plans and policies completed	DMRCPP		Information for Annual Report provided annually

Sustainable Governance

Direction: G9 A committed and adaptable workforce governed by good leadership makes a strong contribution to achieving the community vision

	Strategies	Services	Deliverable	Responsible Officer	Desired Outcome	How will we Measure Progress
G9a	Attract and retain highly skilled employees who take pride in delivering exceptional service to achieve the community's vision	Corporate Support Services	Council's Workforce Plan implemented	DMHROD	A reduction in staff turnover	Reduction in turnover rate of staff that have been with Council for three years and less Achievement of milestones along the path towards employee of choice status Recruitment cycle time
			Work towards achieving employers of choice status	DMHROD		
			Recruitment process managed to limit the length of time to fill vacant positions	DMHROD		
G9b	Create a positive performance culture that builds skills in alignment with Council's Mission and Values	Corporate Support Services	Learning and Development (Training) Plan programs delivered	DMHROD	Improved score achieved on internal customer service surveys and the seven categories in the Business Excellence survey	Percentage of scheduled components of Training Plan delivered annually Participants satisfaction score on training evaluation Score achieved on each retake of Business Excellence surveys and pulse surveys
			Business Excellence survey and pulse survey with staff continued	DMHROD		
			Leadership Development	DMHROD		

Appendix 1

Council services

Asset management services

- Asset management planning
- Asset design services
- Capital works program planning
- Road works & maintenance
- Footpath works & maintenance
- Kerb & gutter works & maintenance
- Drainage works & maintenance
- Building works & maintenance
- Urban open spaces & malls works & maintenance
- Coastal & retaining infrastructure works & maintenance
- Parks infrastructure works & maintenance
- Parking infrastructure works & maintenance
- Other infrastructure works & maintenance
- Property management
- Facilities management
- Fleet management
- Depot & stores

Beach services, maintenance & safety

- Lifeguard services
- Beach cleaning & maintenance
- Support to surf life saving clubs
- Administration & customer services

Cemetery services

- Waverley Cemetery services
- South Head Cemetery services

Childcare services

- Waverley Child Care Centre services
- Bronte Child Care Centre services
- Gardiner Child Care Centre services
- Early Learning & Care Centre
- Family Day Care services
- Family support services

Community services

- Community planning
- Services for older people
- Services for young people
- Services for people with a disability
- Services for indigenous people
- Multicultural services
- Community safety
- Community support & grants

Corporate support services

- Administration
- Financial management
- Human resources
- IT & telecommunications
- Purchasing

- Risk & insurance management
- Executive support and strategic projects

Cultural services

- Cultural services planning
- Arts programs
- Music rooms & programs
- Theatres and theatre programs
- Literary programs
- Cultural festivals & events
- Bondi Pavilion programs
- Other cultural programs
- Administration & customer services

Customer services & communication

- Customer & Call Centre
- Media & communications

Development ,building & health services

- Urban planning
- Heritage conservation
- Land information mapping services
- Development assessments & approvals
- Environmental health
- Food hygiene & regulation
- Building & fire safety regulation
- Administration & customer services

Emergency management services

- Local & state emergency management

Environmental services

- Environmental sustainability planning
- Environmental education programs
- Energy management programs
- Water management programs
- Waste management planning
- Air quality management
- Biodiversity management programs
- Bush care programs
- Pollution control programs

Governance, integrated planning & community engagement

- Long term integrated planning & consultation
- Governance
- Councillor support
- Citizenship services
- Precinct committee facilitation services
- Records & public information services
- Civic pride programs
- Volunteering programs
- Advisory committees and forums
- Internal audit

Library services

- Library services
- Community information
- Local studies

Sustainable Governance

Parking services

- Parking system planning and management
- On-street parking services
- Off-street parking services
- Road & parking safety programs

Parks services & maintenance

- Parks, reserves & open landscapes planning & design
- Playground planning & design
- Southern Area parks cleaning & maintenance
- Bondi Area parks cleaning & maintenance
- Northern Area parks cleaning & maintenance
- Bondi Park cleaning & maintenance
- Waverley Park cleaning & maintenance
- Bronte Park cleaning & maintenance
- Tamarama Park cleaning & maintenance
- Marks Park cleaning & maintenance
- Coastal & Cliff Walks cleaning & maintenance
- Greenspace maintenance
- Eruv cleaning & maintenance
- Administration & customer services

Place management

- Place development planning & strategy
- Place maintenance & upgrade
- Place amenity & access services
- Place safety management
- Place marketing
- Place regulation
- Business development & support services
- Events management
- Visitor management services
- Administration & customer services

Recreation services

- Recreation planning
- Recreation facilities maintenance
- Sporting facilities maintenance
- Margaret Whitlam Recreation Centre

Regulatory services

- Pollution control programs
- Animal control
- Dumped rubbish & litter control
- Waste regulation & education
- Abandoned car control & removal

Social & affordable housing

- Housing planning
- Affordable housing program
- Social housing program

Traffic & transport services

- Transport planning
- Pedestrian mobility programs
- Cyclist mobility programs
- Alternative transport programs
- Traffic management services

Urban open space maintenance & accessibility

- Streetscape enhancement strategy
- Street cleaning services
- Place cleaning services
- Graffiti removal services
- Nature strip mowing services
- Tree management planning
- Tree planting services
- Tree maintenance services
- Greenlinks maintenance
- Public place access works & services
- Street & place signage services

Waste services

- Domestic waste services
- Recycling services
- Green waste services
- Clean up services
- Dumped rubbish removal
- Place cleaning services
- Commercial waste services
- Administration & customer services

Appendix 2

Council plans and policies

Sustainable Community

- Bondi Pavilion Purpose Statement (2008)
- Recreation Needs Study (2008)
- Affordable Housing Program Policy (2007)
- Social Plan (2005-2010)
- Community Safety Plan (2009-2012)
- Disability Action Plan and Access Policy (2002)
- Aboriginal and Torres Strait Islander Access and Equity Policy (1999)
- Arts Plus Plan (2012)
- Events Policy (2013)

Sustainable Living

- Waverley Local Environment Plan (2012)
- Draft Bondi Junction Domain Technical Manual
- Heritage Policy (2007)
- Voluntary Planning Agreements Policy (2007)
- Bondi Basin Master Plan (2007)
- Development Control Plan (2006)
- Strategic Asset Management Plan (2008)
- Development Contributions Plan (2006)
- Local Village Centres Public Domain Improvement Plan (2006)
- Local Village Centres Technical Manual (2006)
- Graffiti Management Policy (2005)
- Waverley Local Environment Plan (1996)
- Outdoor Markets Policy
- Footpath Gardens Policy
- Car Share Policy
- Bronte Park Plan of Management (2005)
- Tamarama Park Plan of Management (2007)
- Thomas Hogan Park Reserve Plan of Management 2011-2022 (2011)
- Waverley Park Plan of Management (2012)
- Bondi Park & Pavilion Plan of Management
- Bondi Waverley School of Arts Plan of Management (2004)

Sustainable Environment

- Environmental Action Plan 3 (2012)
- Integrated Transport Plan (2007)
- Energy Savings Action Plan (2006)
- Water Savings Action Plan (2006)
- Tree Management Plan (2006)
- Street Tree Master Plan (2008)
- Bondi Litter and Waste Management Action Plan (2009)
- Coastal Risk Management Policy (2012)
- Environment Policy (?)
- Weed Management Policy (2012)

Sustainable Governance

- Long Term Financial Plan (2013)
- Strategic Asset Management Plan 4 (SAMP 4) (2013)
- Delivery Program 2013-17 (2013)
- Operational Plan
- Annual Report
- End of Term Report (2012)
- Councillor Expenses & Facilities Policy (2013)
- Rates, Charges & Hardship Assistance Policy (2011)
- Local Orders Policy (1993)
- Customer Service Charter (2011)
- Document Access Policy (2013)
- Investment Policy (2008)
- Complaints Management Policy (2007)
- Investment Strategy (2007)
- Communications Action Plan Stage 2 (2008)
- Corruption Prevention Plan (2006)
- Equal Employment Opportunity Management Plan (2006)
- Organisational Development Strategy (2006)
- Sponsorship, Grants and Donations Policy (2006)
- Statement of Business Ethics (2011)
- Consultation Policy (2005)
- Code of Meeting Practice (2009)
- Code of Conduct (2013)
- Internal Reporting Policy (2011)
- Petitions Policy (2009)
- Privacy Management Plan (2013)
- Delegations Policy (2013)