

# Waverley Council



## *Delivery Program*

## *Six Monthly Progress Report*

December 2013

A12/0729

### KEY:

**1 = Completed on accordance with target**

**2 = On-going but meeting target**

**3 = Completed but did not meet target**

**4 = On track to meet target**

**5 = Not on track to meet target**

# Executive Summary

Section 404(5) of the Local Government Act 1993 requires that *'the General Manager ensure regular progress reports are provided to the Council as to its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every 6 months'*.

Waverley Council has chosen to report on progress with actions from the Operational Plan as a measure of how well we are moving forward with the Delivery Program and ultimately with progress in the directions from the Community Strategic Plan 'Waverley Together 3'.

Council's planning is based on a long term community strategic plan, *Waverley Together 3*, which sets out the community's vision for Waverley in 2025 as well as the directions that Council needs to pursue to help achieve the vision. In accordance with the legislation, sitting under the Community Strategic Plan is a four year Delivery Program and a one year Operational Plan (See diagram opposite).

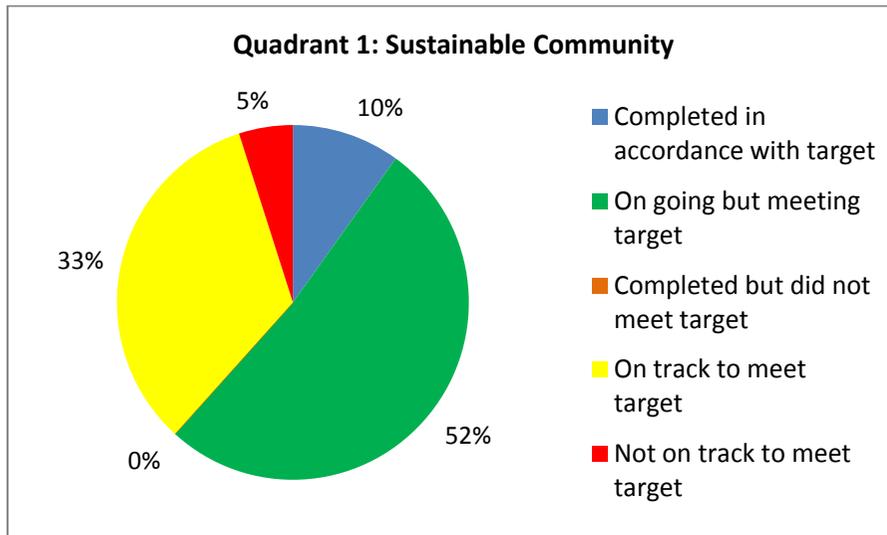
The Delivery Program is Council's commitment, during its four year term of office, on what it is going to deliver to the community to assist them to achieve the directions set out in the Community Strategic Plan.

The one year Operational Plan, which is a sub-plan of the Delivery Program sets out the activities (services and projects) being undertaken by Waverley Council in the financial year to progress what the Delivery Program is to deliver.



The charts below set out progress in achieving the deliverables by quadrant.

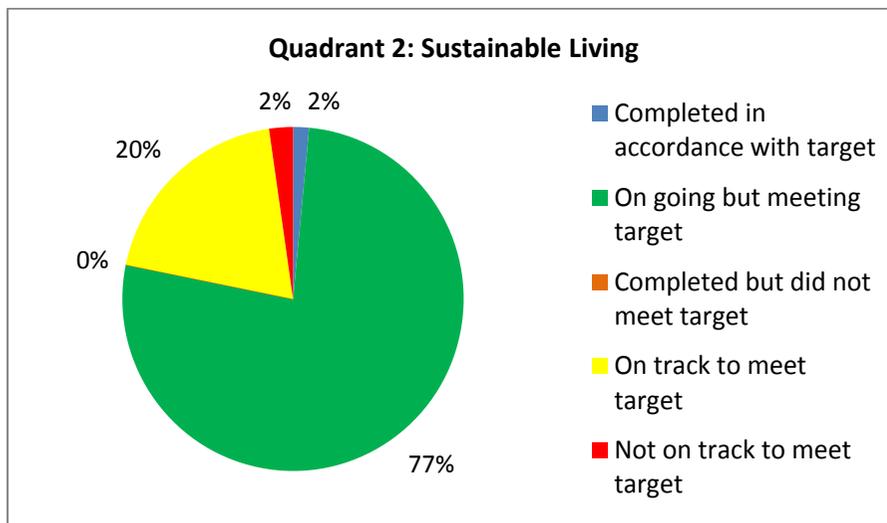
### Sustainable Community



The Community Quadrant has performed well, with 95% of the deliverables completed in accordance with target, ongoing but meeting target or on track to meet target. This leaves only 5% of deliverables that are not on track to meet the target. Some targets that were not met were due to:

1. Library usage being maintained but not increased, which is in line with NSW trends.
2. One fatal incident which meant we did not meet our high expectations of beach safety.
3. The POM for Bondi Park and Pavilion was delayed due to review by the Crown Lands Division.
4. Decisions by Council to investigate other projects and scheduling conflicts that arose as a result.

### Sustainable Living

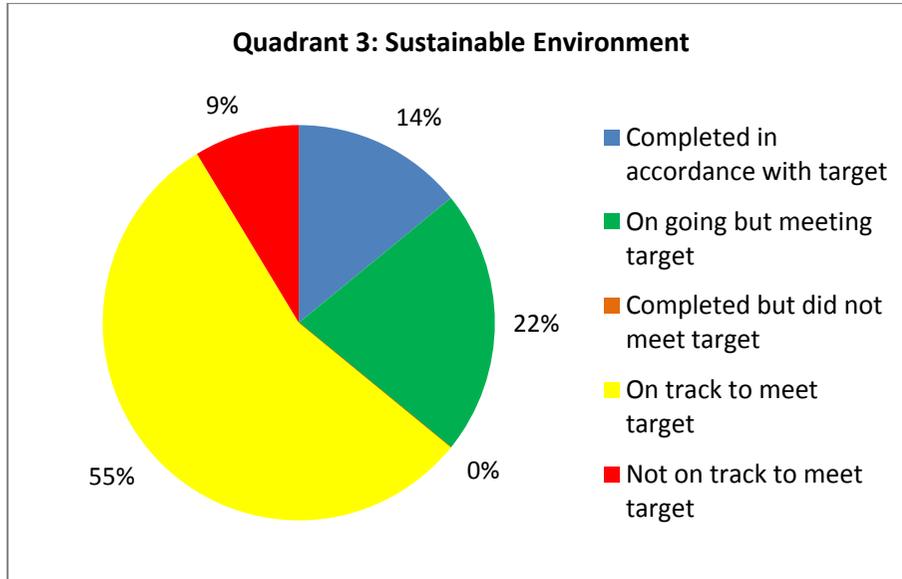


The Sustainable Living Quadrant achieved a very positive 98% of the deliverables being either completed in accordance with the target, ongoing but meeting target or on track to meet target. Some deliverables that were not on track to meet the target were due to:

1. Some proposed civic pride enhancements were delayed to align with the footpath program.
2. Some projects' quotes taking longer to complete than expected.
3. Transport Plan review changes are to be finalised at the Q2 budget review.

One target relating to traffic and pedestrian crashes could not be measured due to the data only being available from the Roads and Maritime Service on an annual basis.

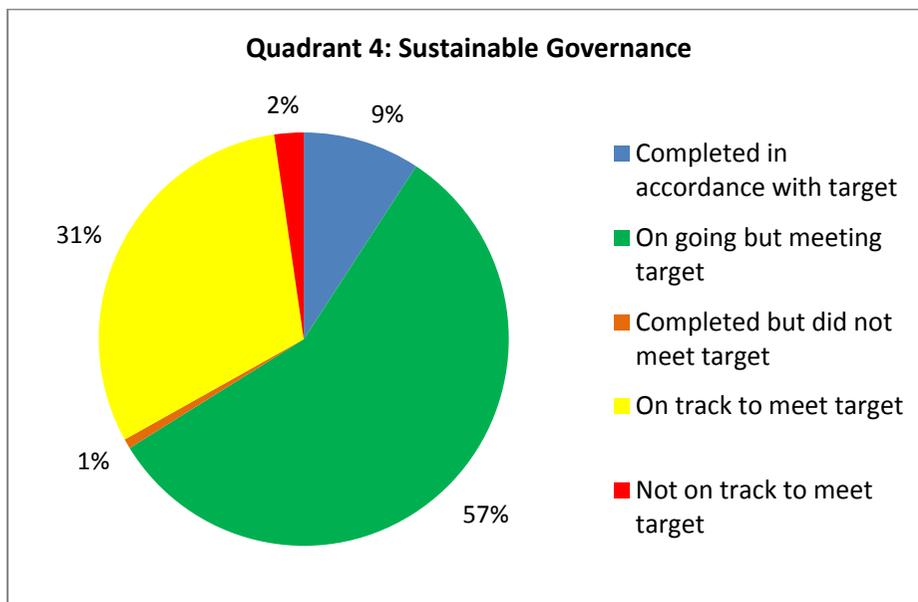
## Sustainable Environment



The Sustainable Environment quadrant scored 91% of its deliverables either completed in accordance with the target, ongoing but meeting target or on track to meet target. This Quadrant reported that 9% of activities are not on track to meet target. The main reasons for this were some delays with both the Street Tree data base management and Significant Tree Register due to the Tree Management Policy taking priority over those activities. Other reasons why deliverables were not meeting their target were:

1. The total tonnes of recycling did not increase from last year as hoped for. A new strategy will be designed to reinvigorate community participation in kerbside recycling.
2. A target relating to community engagement for recycling was not met due to a recent restructure.

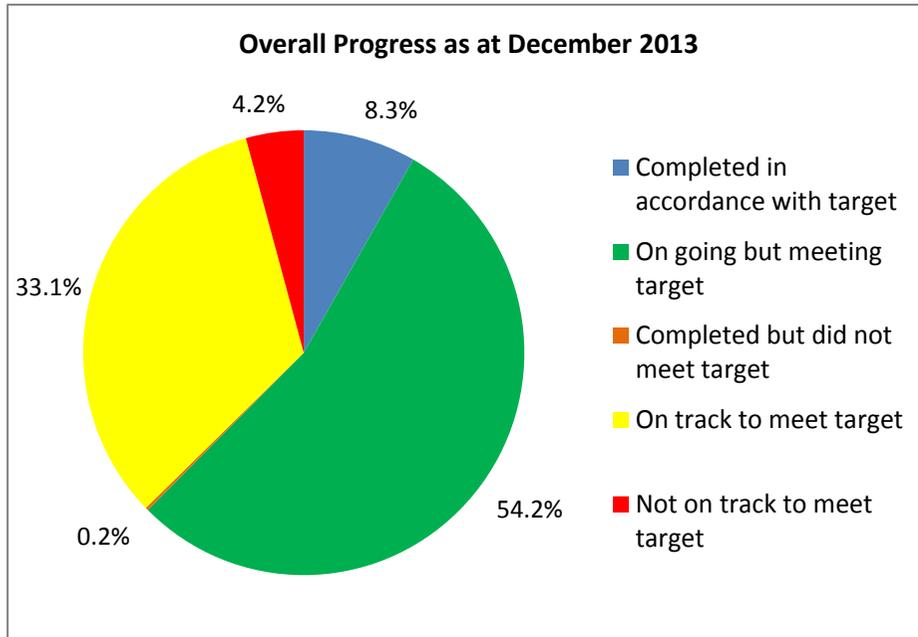
## Sustainable Governance



The Sustainable Governance Quadrant measured 97% of its deliverables to be either completed in accordance with the target, ongoing but meeting target or on track to meet target. Only 4 out of 130 deliverables in this Quadrant were completed but did not meet target or were not on track to meet target because:

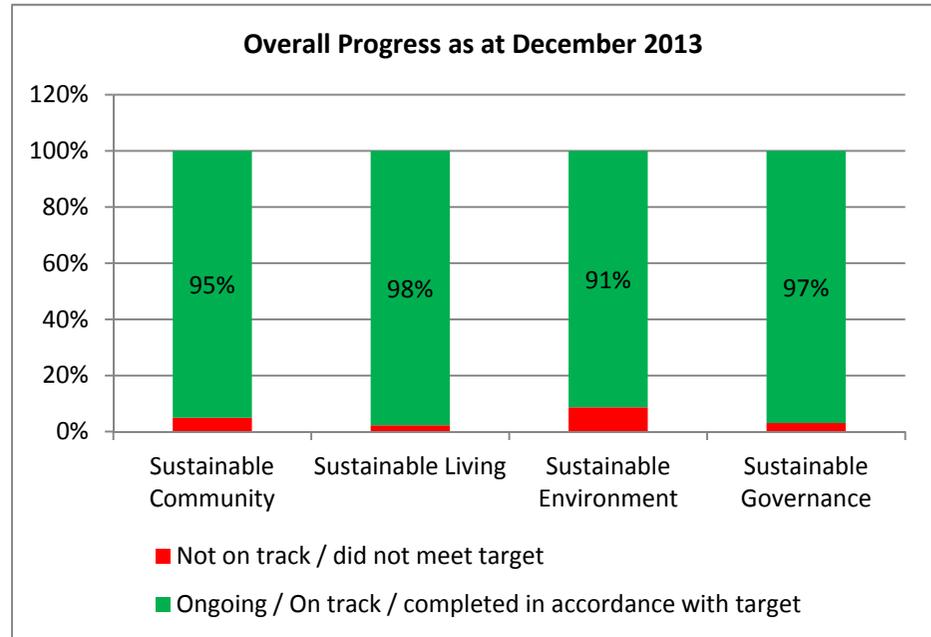
1. The review of the Code of Meeting Practice was delayed to await the results of the Local Government Acts Review as a model code is being proposed.
2. The first Quarter Customer Service Performance Report to the Executive Leadership Team and Council was delayed due to data extraction issues. This has now been resolved.
3. Cemetery works were deferred and a report will now go to Council in March 2014.
4. The deliverables for achieving employer of choice status were delayed. Analysis was completed with Aon Hewit but a decision was made to delay proceeding until the implementation of the new Workforce Plan.

## Overall Progress



The above chart shows that the majority of the deliverables in the Operational Plan are ongoing and meeting target. A further third of deliverables are on track to meet target with another 8.3% that have already been completed and met target. Less than half a percent of deliverables that have been completed did not meet the target and less than 5% are not on track to meet their target.

Some reasons for deliverables not meeting their targets or not tracking to meet the target can be found in the quadrant summaries. More detailed results are contained in the body of the progress report.



The above chart shows how the four quadrants scored in comparison to each other. It shows very positive results with an average of 95% for all quadrants achieving or on target to achieve their deliverables.

The next progress report and second overall for this current Delivery Program will report to the June Council Meeting in 2014.

# 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.

## Directions

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

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

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

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- 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.

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

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

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

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## Sustainable Community

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer   | Measure  | Target         | Progress | Comment (If rating 3 or 5) |
|--|---|---|--|----------------|----------|----------------------------|
| Planning for a diverse and tolerant community  | Monitor and report on changes to data on languages other than English spoken by Waverley residents; percentage change in age groups in Waverley population; changes in household and family type and changes in proportion of home owners and renters in Waverley | Community Planning<br>DM RCPP   | Prepare community profiles from 2011 census data and publish to Council's website                | June 2014      | 2        |                            |
|  | Implement recommendations of the Cultural Diversity Policy and report on progress   | DM RCPP<br>DM CCS   | Access and equity report completed   | September 2013 | 1        |                            |
| A coordinated program of social, recreational and cultural events targeting diverse groups | Provide a program of events & activities at various locations in Waverley   | Multicultural Services;<br>Services for Indigenous People;<br>Cultural Festivals and Events;<br>Other Cultural Programs | Number of events & programs supporting multiculturalism and Indigenous culture provided annually | Six            | 1        |                            |

## Sustainable Community

|  |  |                   |  |      |   |  |
|--|--|-------------------|--|------|---|--|
|  | Provide a program celebrating local history and heritage   | DM CCS<br>DM LCS  | Number of events/programs supporting local heritage  | Four | 4 |  |
|  | Provide events & promotions targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities | DM CCS<br>DM RCPP | Number of events & promotions supporting multiculturalism and Indigenous culture provided annually | Five | 1 |  |

## Sustainable Community

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer        | Measure   | Target  | Progress | Comment<br>(If rating 3<br>or 5) |
|--|---|---|---|---|----------|----------------------------------|
| Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley | Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and Indigenous groups | Community Support and Grants<br><br>DM RCPP | Number and type of partnership activities to strengthen multiculturalism and Indigenous culture provided annually | One   | 2        |                                  |
| Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage                             | Maintain Waverley and South Head Cemeteries   | Waverley Cemetery;<br>South Head Cemetery   | Number of maintenance agreements for allotments is steady or increasing   | > 11,000<br>(including perpetual care agreements) | 2        |                                  |
|  | Investigate fencing and security options for Waverley and South Head Cemeteries   |   |   |   |          |                                  |
|  | Maintain allotments where maintenance agreements are in place   | DM BSP                                      | Number of instances of vandalism in cemeteries is steady or decreasing  | < One instance per week                           | 2        |                                  |
|  | Market maintenance agreements for allotments  |   |   |   |          |                                  |
|  | Provide information about the cemeteries  |   |   |   |          |                                  |
|  | Facilitate searches of cemetery records   |   |   |   |          |                                  |

## Sustainable Community

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

| Deliverable                                    | Actions   | Sub service/<br>Reporting Officer  | Measure  | Target | Progress | Comment<br>(If rating 3<br>or 5) |
|--|---|--|--|--------|----------|----------------------------------|
| Affordable and accessible community facilities | Provide a community garden for use by residents and community organisations who lack access to a garden | Services for older People;<br>Services for People with a Disability;<br>Bondi Pavilion Programs;<br>Arts Programs<br><br>DM RCPP<br>DM CCS | Percentage of community garden plots maintained to standards | 90%    | 2        |                                  |

## Sustainable Community

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

| Deliverable  | Actions  | Sub service/<br>Reporting Officer   | Measure  | Target   | Progress | Comment (If rating 3 or 5) |
|--|--|---|--|--|----------|----------------------------|
| A coordinated program of social, recreational and cultural events targeting diverse groups | Provide a coordinated program of events for identified target groups including children, youth, older people and people with disability. Program to include music, exhibitions, festivals, workshops and special events at Council venues. | Cultural Services Planning; Arts Programs; Music rooms and Programs; Literary Programs; | Number and type of programs/ events for different groups eg young people, older people provided annually | Minimum 50 Council events, programs and activities | 4        |                            |
|  | Provide a range of recreation programs for the community at Margaret Whitlam Recreation Centre   | Cultural Festivals and Events; Bondi Pavilion Programs;                                 | % of bookings of sport court available hours   | 70%  | 4        |                            |
|  | Provide a Community and Seniors Centre   | Other Cultural Programs<br><br>DM RCPP<br>DM CCS  | Number of participants per year  | 17,500   | 4        |                            |

## Sustainable Community

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

| Deliverable   | Actions   | Sub service/<br>Reporting Officer | Measure  | Target    | Progress | Comment (If rating 3 or 5) |
|---|---|-----------------------------------|--|-----------|----------|----------------------------|
| A range of venue hire places for and accessible to the local community and corporate sector | Provide a range of indoor venues for hire                           | Library Services;<br>DM LCS       | Establish a benchmark for level of usage for each site | June 2014 | 4        |                            |
|   | Undertake a review of hiring arrangements for Council indoor venues |                                   | Review completed and report finalised                  | June 2014 | 4        |                            |

## Sustainable Community

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer                        | Measure  | Target   | Progress | Comment (If rating 3 or 5) |
|--|---|--|--|--|----------|----------------------------|
| Accessible cemetery services for internments, memorials and associated ceremonial activities | Provide interments and associated services  | Waverley Cemetery;<br>South Head Cemetery<br><br>DM BSP  | Number of interment services provided at our cemeteries annually is steady or increasing | > 172 per year                                 | 2        |                            |
|  | Investigate Cemetery pavilion construction (offset by loan to be repaid by entry to funeral business) | Waverley Cemetery,<br>South Head Cemetery,<br><br>DM BSP | Community panel established  | Panel to meet at least bi-monthly over 2013-14 | 2        |                            |

## Sustainable Community

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer  | Measure  | Target                | Progress | Comment (If<br>rating 3 or 5) |
|---|--|---|--|-----------------------|----------|-------------------------------|
| Programs which encourage volunteering including civic pride and bush care that enhance community cohesion | Develop a program to recruit volunteers for community organisations and to assist Council services in their volunteer recruitment drives | Community Planning;<br>Volunteering Programs;<br>Civic Pride Programs;<br>Bush Care Programs<br><br>DM RCPP<br>DM CCS | Number of services assisted                                    | Ten                   | 2        |                               |
|   | Respond to volunteering inquiries and improve volunteering referral database   |   | Percentage of inquiries actioned and (where relevant) referred | 100%                  | 2        |                               |
|   | Provide support and skills development to community gardeners  |   | Number of workshops per year                                   | Minimum of 3          | 2        |                               |
|   | Provide a program of Recognition & Awards  |   | Number of recognition events                                   | Two                   | 2        |                               |
|   | Pocket Parks program and other civic pride initiatives continued   |   | Number of sites initiated in partnership with volunteers       | Two                   | 2        |                               |
|   | Support bushcare program through skills and capacity development, promotion and recruitment  |   | Regular / workshop / meetings to support bushcare program      | Two meetings per year | 2        |                               |

## Sustainable Community

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

| Deliverable   | Actions  | Sub service/<br>reporting Officer | Measure   | Target                                       | Progress | Comment<br>(If rating 3<br>or 5)  |
|---|--|-----------------------------------|---|--|----------|---|
| A vibrant and relevant Library space that meets user needs              | Review and upgrade Library spaces  | DM LCS                            | Revitalisation Plan produced and initial stages implemented               | December 2013                                | 4        |   |
| Programs, events and activities that meet community needs and interests | Implement annual schedule of events, public programs, exhibitions and activities | DM LCS                            | Annual activities program produced and delivered                          | January 2014                                 | 4        |   |
| Current and relevant Library collections and services                   | Provide collections which are relevant and responsive to community demands       | DM LCS                            | Number of members   | >28,000                                      | 5        | While library usage has been maintained, membership numbers have declined and this is comensurate with NSW library trends |
|   |  |                                   | Number of loans per year  | >500,000 p.a.                                | 4        |   |
|   |  |                                   | Number of visits in person to the library                                 | >450,000 p.a.                                | 4        |   |
|   |  |                                   | Visits via Library website  | >50,000 p.a.                                 | 4        |   |
|   |  |                                   | Number of e-resources added and loaned                                    | Number added > 2,000<br>Number loaned >3,500 | 4        |   |
| A range of relevant and reliable information and technology services    | Enhance online access to library services, e-resources and information           | DM LCS                            | Percentage of enquiries to the Library successfully completed on same day | Same day enquiry success rate >80%           | 1        |   |

## Sustainable Community

|   |  |        |   |   |            |   |
|---|--|--------|---|---|------------|---|
|   | Establish optimum staff and public access to WiFi  |        | Annual strategies for Library technology developed  |   | 1          |   |
|   | Continue digitisation of relevant collections  |        | Service level established   | August 2013, with annual updates thereafter                 | 4          |   |
| Stronger connections and partnerships with the community that encourage participation in the Library and its services and promote the Library as a community learning hub | Develop and implement a plan to identify needs and expectations of Library users and non-users | DM LCS | Establish annual priorities for digitisation<br><br>Plan developed and strategies commenced | Dec 2013<br><br>August 2013, with annual updates thereafter |            | This target is part of the library marketing strategy - see below |
| Market and promote Library services, facilities and resources, including e-resources  | Scope marketing strategy<br><br>Develop suite of promotional material                          | DM LCS | Marketing strategy scoped<br><br>Promotional material produced                              | June 2014<br><br>June 2014<br>September 2014                | 4<br><br>4 |   |

## Sustainable Community

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

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

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

| <b>Deliverable</b>  | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b>                       | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|---|--|---|---|-------------------------------------|-----------------|---------------------------------------|
| Social housing for older people, people with a disability and families on low to middle incomes   | Provide a range of social housing options                        | Social Housing Program                        | Number of social housing units                          | 54 units or more                    | 2               |                                       |
|   | Where possible acquire additional units of social housing        | DM RCPP                                       | Ensure Program operations are efficient and effective   | Report program performance annually | 2               |                                       |
|   | Develop and implement asset maintenance plan                     | DMBSP<br>DMRCPP                               | Plan is implemented within the year                     | June 2014                           | 4               |                                       |
| Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA | Provide a range of affordable housing options                    | Affordable Housing Program                    | Number of affordable housing units in Council ownership | 22 units or more                    | 2               |                                       |
|   | Where possible acquire additional units of affordable housing    | DM RCPP                                       | Report to Council                                       | February 2014                       | 2               |                                       |
|   | Collect data on tenant profile for social and affordable housing |   | Ensure Program operations are efficient and effective   | Report program performance annually | 4               |                                       |
|   | Report on Housing Need in Waverley                               |   | Report to Council                                       | February 2014                       | 4               |                                       |

## Sustainable Community

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer | Measure  | Target         | Progress | Comment (If<br>rating 3 or 5) |
|--|---|--------------------------------------|--|----------------|----------|-------------------------------|
| A working group to develop local and regional partnerships to address homelessness | Convene meetings of the Waverley Homeless Coalition to develop strategies to address homelessness | Community Planning<br><br>DM RCPP    | Number of partnerships that support needs of homeless people | At least three | 2        |                               |

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer                                     | Measure  | Target                  | Progress | Comment (If<br>rating 3 or 5) |
|--|--|--|--|-------------------------|----------|-------------------------------|
| High quality affordable long day care and family day care for children aged birth to five years and holiday and recreational programs for preschool children | Provide long day care for children aged birth to five years        | Waverley, Bronte, Gardiner and Mill Hill Early Education Centre Services | % of long day care places utilised   | 97% per annum           | 4        |                               |
|  | Provide family day care for children aged birth to five years      | Family Day Care Services   | Number of children in long day care per day  | Minimum of 272          | 4        |                               |
|  | Benchmark fees and charges structure for family day care educators | DM CCS   | Number of full time equivalent children in family day care per week                            | More than 275           | 4        |                               |
|  | Provide holiday and recreational programs for preschool children   |  | Benchmark completed and fees reviewed  | Dec 2013                | 4        |                               |
|  |  |  | Number of preschool children in holiday programs   | At least 20 per program | 4        |                               |
|  |  |  | Percentage of services maintaining National Quality Standards                                  | 100%                    | 2        |                               |
|  |  |  | Satisfaction score from annual early education centre and family day care services user survey | At least 75%            | 2        |                               |

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

| <b>Deliverable</b>  | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b>                    | <b>Measure</b>  | <b>Target</b>        | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|---|--|--|---|----------------------|-----------------|---------------------------------------|
| Support to families and their children aged from birth to five years including parenting programs and counselling | Provide specific support to families and their children aged from birth to five years  | Family Support Services  | Number of families in parenting education & support programs annually | At least 80          | 4               |                                       |
|   | Coordinate a program of parenting education and support programs                       | DM CCS   |   |                      |                 |                                       |
|   | Provide places in Council's Early Education Centres for children with additional needs |  | Number of places provided for children with additional needs annually | At least 25 places   | 4               |                                       |
|   | Provide family case management and counselling   |  | Number of families in case management and/or counselling annually     | At least 40 families | 4               |                                       |
|   | Provide community information forums about children's services                         |  | Number of community participants at the 'Transition to School' forum  | 100 participants     | 4               |                                       |
| An increase in the number of child care places provided by Council  | Increase number of places for children available in the Family Day Care program        | Community Planning, Child Care Services<br><br>DM RCPP<br>DM CCS | Number of additional family day care places                           | 20 places            | 4               |                                       |

## Sustainable Community

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer          | Measure  | Target       | Progress | Comment (If<br>rating 3 or 5) |
|---|--|---|--|--------------|----------|-------------------------------|
| Recreational, educational and social initiatives for young people | Ensure inclusion of recreation activities for young people in recreation and open space planning | Services for Young People Recreation Planning | Number of plans including recommendations relating to recreation needs of young people | At least one | 4        |                               |
|   | Provide a coordinated school holiday program for school children of all ages                     | DM RCPP<br>DM CCS<br>DM LCS                   | Number of holiday programs delivered per annum   | Four         | 2        |                               |

## Sustainable Community

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer  | Measure  | Target               | Progress | Comment (If rating 3 or 5) |
|--|---|------------------------------------|--|----------------------|----------|----------------------------|
| High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion | Maintain Home and Community Care (HACC) validation for Council HACC programs  | Services for Older People; Library | Percentage of services maintaining accreditation         | 100%                 | 2        |                            |
|  | Provide a Meals on Wheels service   | Services; Bondi Pavilion Programs  | Number of meals provided daily at home for older people  | At least 80          | 4        |                            |
|  | Provide shopping service  | DM CCS<br>DM LCS                   | Total number of shopping service users                   | At least 15 clients  | 4        |                            |
|  | Implement external review of best practice service models for Meals on Wheels |                                    | Recommendations implemented                              | June 2014            | 4        |                            |
|  | Provide a Waverley Home Library Service                                       |                                    | Number of Home Library Service users and loans per annum | >140<br>>16,000 p.a. | 4        |                            |
|  |   |                                    | Satisfaction rating on regular client survey             | >80%                 | 4        |                            |
|  | Provide programs for older people at Bondi Pavilion                           |                                    | Number of programs at Bondi Pavilion per month           | Four per month       | 4        |                            |

## Sustainable Community

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

| Deliverable  | Actions  | Sub service/<br>Reporting Officer                   | Measure   | Target      | Progress | Comment (If rating 3 or 5) |
|--|--|---|---|-------------|----------|----------------------------|
| Services for the over fifties including a seniors centre that offers recreational, physical, educational and social activities | Operate the Community & Seniors Centre   | Services for Older People                           | Average monthly attendance at Seniors Centre maintained or increased                | 1700        | 4        |                            |
|  | Provide a varied program of activities and events for older people   | DM CCS  | Number of programs/ activities provided per week at Seniors Centre for older people | At least 30 | 4        |                            |
|  | Investigate potential for shared service programs and activities with appropriate community and government organisations           |   | Number of new activities established in collaboration with external organisations   | 2           | 4        |                            |
| Services to adults with mild intellectual disability to promote independent living   | Provide a program of classes and courses aimed at improving independent living skills for people with mild intellectual disability | Services for People with a Disability<br><br>DM CCS | Number life skills courses held annually  | 12          | 4        |                            |

## Sustainable Community

|  |  |   |  |                |   |  |
|--|--|---|--|----------------|---|--|
| Individual support and medium term accommodation places for people with mild intellectual disability | Provide subsidised rental accommodation places for people with intellectual disability.  | Services for People with a Disability<br><br>DM CCS | Number of people with intellectual disability provided with subsidised rental accommodation places | 9              | 2 |  |
|  | Provide individual and group support and case management services for people with mild intellectual disability                         |   | Number of people with mild intellectual disability provided with support annually                  | 20             | 2 |  |
|  |  |   | Satisfaction rating on annual client survey  | Minimum of 90% | 2 |  |
|  | Apply for government funding for services with people with disability including growth funding and Supported Living Fund program funds |   | Funding submissions submitted  | 2              | 1 |  |

## Sustainable Community

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer        | Measure  | Target   | Progress | Comment (If<br>rating 3 or 5) |
|---|---|---|--|----------|----------|-------------------------------|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups | Provide subsidised accommodation for identified groups  | Community Support and Grants<br><br>DM RCPP | Percentage of subsidised accommodation provided to priority groups including Bondi Beach Cottage, Bridge Housing, Grace Child Care Centre, Junction House, Kindamindi, Bondi Toy Library, Playgroups, ECHO Neighbourhood Centre, EATS (Eastern Area Tenants Services), Computer Pals, Waverley Drug & Alcohol Centre, Randwick/ Waverley Community Transport, WAYS Youth Service | 100%     | 2        |                               |
|   | Develop a community tenancy policy to ensure fair, equitable and transparent access to Council's community assets |   | Adoption by Council  | Dec 2013 | 2        |                               |

## Sustainable Community

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer                                      | Measure  | Target | Progress | Comment (If<br>rating 3 or 5) |
|---|--|---|--|--------|----------|-------------------------------|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups | Provide support and resources to services/community groups and interagencies to improve planning and quality programs for specific target groups as per service agreements with the State Government | Community Support and Grants<br>Child care Services<br>Community Services | Activities including forums, training sessions and directories as agreed | Four   | 2        |                               |
|   | Revise web content to improve communication through Council's web site   | DM RCPP   | Percentage of community content revised by June 2014                     | 100%   | 2        |                               |

## Sustainable Community

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer      | Measure  | Target   | Progress   | Comment (If<br>rating 3 or 5) |  |
|---|---|---|--|--|--|-------------------------------|--|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups | Provide funding through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally | Community Support & Grants<br><br>DM RCPP | Level of funding provided annually through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally delivering cultural, recreational and social outcomes | <u>Family &amp; Community:</u><br>Bondi Beach Cottage (up to \$7,450)<br>Community Transport (up to \$16,870)<br>Norman Andrews House (up to \$35,000)<br>Minefields (\$340)<br>EATS (Up to \$15,600)<br>The Lighthouse (\$10,100) | 2  |                               |  |
|   |   |   |  | <u>Children:</u><br>Bondi Toy Library (up to \$17,000)<br>OSH Services (up to \$2,362)<br>Francis St Playgroup (\$847)   | 2  |                               |  |
|   | Provide funding through the small grants program for community groups delivering cultural, recreational and social outcomes   |   |  | Level of funding provided annually through the small grants program for community groups delivering cultural, recreational and social outcomes   | <u>Youth:</u><br>WAYS (up to \$68,800)<br>Outreach Service (up to \$45,600)  | 2                             |  |
|   |   |   |  |  | <u>(Older People and those with a Disability:</u><br>ECHO (up to \$17,500)<br>Junction House (up to \$36,400) <sup>1</sup> | 2                             |  |
|   |   |   |  | Up to \$80,000   | 2  |                               |  |

<sup>1</sup> Council at an earlier meeting was advised that the local group Junction House was to be merged with Eastern Respite & recreation (ER&R) and as a result Council resolved to grant ER&R a community grant of \$35,065 on behalf of Junction House. Advice has subsequently been received from both organizations that their proposed merger has been abandoned. The grant will now be paid to Junction House

## Sustainable Community

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

| Deliverable   | Actions   | Sub service/<br>Reporting Officer | Measure  | Target | Progress | Comment (If rating 3 or 5) |
|---|---|-----------------------------------|--|--------|----------|----------------------------|
| Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to priority groups | Monitor Community Grants Program recipients to ensure their funding and support provided meets Social Plan priorities | DM RCPP                           | Percentage of grant recipients who meet Social Plan priorities | 100%   | 1        |                            |

## Sustainable Community

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer | Measure   | Target         | Progress | Comment (If<br>rating 3 or 5) |
|---|--|--------------------------------------|---|----------------|----------|-------------------------------|
| Up to date and accessible community profile and demographic information       | Ensure Council's online profile is updated to reflect 2011 census data and and supplemented with updates | Community Planning<br><br>DM RCPP    | Reviewed and updated annually   | September 2013 | 1        |                               |
| Documented research on key issues including safety, housing, children, ageing | Completed social planning research for identified priority issues including Volunteering in Waverley     | Community Planning<br><br>DM RCPP    | Number of social planning research reports completed and published to Council's web site annually | Two            | 2        |                               |

## Sustainable Community

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer | Measure   | Target                     | Progress | Comment<br>(If rating<br>3 or 5) |
|---|---|--------------------------------------|---|----------------------------|----------|----------------------------------|
| Implementation of Community Safety Plan   | Safety audits of Bondi and Bondi Junction Place undertaken  | Place Maintenance<br>DM B&S          | Number of safety audits of Bondi and Bondi Junction undertaken annually | At least two               | 2        |                                  |
|   | Issues from audits that require attention actioned<br>Alcohol free zones signs audited and maintained as required |                                      | Condition and location of alcohol free zone signs audited               | October and April annually | 2        |                                  |
| A summer strategy for Bondi to promote a safe and enjoyable environment at peak times | Safe Summer program implemented, including safety initiatives, crowd management, events and promotion.            | Place Maintenance<br>DM B&S          | Safe Summer Initiative evaluated annually                               | July 2013                  | 2        |                                  |
| Investigate closed circuit TV   | Investigate options to develop closed circuit TV in key Waverley locations  | DM RCPP<br>DM DA                     | Report to Community Safety Advisory Committee                           | November 2013              | 4        |                                  |

## Sustainable Community

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer                   | Measure   | Target  | Progress | Comment<br>(If rating<br>3 or 5) |
|--|--|--|---|---|----------|----------------------------------|
| Support for the operation of a Community Safety Committee                  | Initiate, contribute to and support community safety programs and activities with reference to Waverley' s Community Safety Plan   | Community Safety<br><br>Advisory Committees and Forums | Implement at least one major project annually in association with external partners                                 | At least one per annum  | 2        |                                  |
|  | Provide administrative and other support to Community Safety Committee   | DM RCPP  | Composition of Community Safety Committee includes a broad range of groups that are representative of the community | Representation includes Police and at least three other community interest groups | 2        |                                  |
| Provide emergency management including support for Waverley/ Woollahra SES | Provide accommodation and other support for Waverley/ Woollahra SES<br><br>Meet regularly with Waverley/ Woollahra SES Controller<br><br>Maintain up to date Disaster Management Plans | Emergency Management Services<br><br>Director PW&S     | Disaster Management Plan (DISPLAN) reviewed and kept up to date   | 100%  | 2        |                                  |

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer | Measure   | Target   | Progress | Comment (If<br>rating 3 or 5) |
|--|--|--------------------------------------|---|--|----------|-------------------------------|
| A Lifeguard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches | Roster Lifeguards for year round operations at Council's beaches                   | Lifeguard Services                   | Number of lives lost by drowning on Council's beaches annually                        | No Drownings                                     | 5        | Sadly 1 drowning              |
|  | Undertake patrols of beaches to maintain surf safety                               | DM B&S                               | Number of serious injuries on Council's beaches annually                              | Less serious injuries than previous year         | 2        |                               |
|  | Undertake rescues and provide first aid and other assistance on Council's beaches  |                                      | Number of rescues undertaken on Councils beaches annually compared to number of users | Less rescues per 10,000 users than previous year | 2        |                               |
|  | Work with surf life saving clubs and volunteer lifesavers                          |                                      | Percentage attendance by volunteer surf life savers on weekend and public holiday     | 100%   | 2        |                               |
|  | Recruit and provide induction and training for casual Lifeguards for summer season |                                      |   |  |          |                               |

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

| Deliverable   | Actions   | Sub service/<br>Reporting Officer  | Measure   | Target   | Progress          | Comment<br>(If rating<br>3 or 5) |
|---|---|--|---|--|-------------------|----------------------------------|
| A program of Surf Awareness/ Education Programs   | <p>Develop Surf Awareness/ Education Programs</p> <p>Present Surf Awareness/ Education Programs</p> <p>Review the format, content and provision of Surf Awareness/ Education Programs presented</p> | <p>Lifeguard Services</p> <p>DM B&amp;S</p>  | Number of surf education programs including initiatives for targeted vulnerable groups presented each year  | At least 10 programs including one for targeted vulnerable groups  | 2                 |                                  |
| Financial and other support to surf lifesaving clubs in the Waverley area for volunteer lifesaving programs | <p>Provide support to surf lifesaving clubs in the Waverley</p> <p>Support refurbishment works at North Bondi Surf Club (Misc Buildings 05)</p>   | <p>Support to Surf Life Saving Clubs</p> <p>DM B&amp;S<br/>DM BSP<br/>DM M&amp;C</p> | <p>Level of funding or other support provided annually to surf lifesaving clubs in the Waverley area</p> <p>Finished cost for projects and time to complete compared to agreed budget and timetable</p> | <p>= or &gt; previous year (2010-11 \$72,500)</p> <p>Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable</p> | <p>2</p> <p>1</p> |                                  |

**Strategy: C5d Assist in the maintenance of public health**

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

## Sustainable Community

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer  | Measure  | Target  | Progress | Comment (If<br>rating 3 or 5) |
|--|--|---|--|---|----------|-------------------------------|
| A diverse and exciting range of arts and cultural events across Waverley       | Provide arts and cultural events across Waverley including events provided in collaboration with external organisations  | Arts Programs;<br>Other Cultural Programs;<br>Cultural Events and Festivals | Number and type of arts and cultural events held annually                                    | At least 40   | 4        |                               |
|  | Provide support to community organisations delivering cultural community benefits that align with Council priorities   | DM CCS  | Number of collaborative arts and cultural events held annually supported by Waverley Council | 20  | 4        |                               |
| Financial and other support to arts and cultural programs in the Waverley area | Provide funding through the Community Grants Program to Waverley Band and Waverley Philharmonic Orchestra, Sculpture by the Sea and Kiteflyers Association for Festival of the Winds | Arts Programs;<br>Other Cultural Programs;<br>Community Support and Grants  | Level of funding annually to arts and cultural programs in Waverley                          | Up to \$7,700 for Waverley Band and Waverley Philharmonic Orchestra | 2        |                               |
|  |  |   |  | Up to \$7,000 for Waverley Art Prize                                | 2        |                               |
|  | \$10,250 to Sculpture by the Sea   | 2   |  |   |          |                               |
|  | \$5000 for Mayors Prize at Sculpture by the Sea  | 2   |  |   |          |                               |
|  | Fund Waverley Art Prize and Waverley Youth Art Award for annual competition at Waverley School of Arts   | DM RCPP   |  | Up to \$8000 to Kiteflyers Association                              | 2        |                               |

## Sustainable Community

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer | Measure  | Target         | Progress | Comment (If<br>rating 3 or 5) |
|--|---|--------------------------------------|--|----------------|----------|-------------------------------|
| Implementation of Arts Plus Plan   | Implement Arts Plus Implementation Plan   | Arts Programs                        | Number of arts, entertainment and cultural initiatives developed annually from Arts Plus | One            | 2        |                               |
|  | Deliver the Artist in Residence Program   | DM RCPP<br>DMLCS<br>DMCCS            | Number of artists involved in program  | Up to 12       | 4        |                               |
|  | Report on the delivery of key milestones for the Resident Theatre Program funding                       |                                      | Level of funding provided annually to resident theatre company depending on agreement    | Up to \$75,000 | 2        |                               |
| Funding sought from other levels of government and business to develop and provide arts, entertainment and cultural events in Waverley | Develop and submit submissions for funding and awards to celebrate and support arts and cultural events | Cultural Services Planning           | Number of successful grant and award proposals   | 2              | 2        |                               |
|  | Encourage arts and cultural sponsorships and partnerships with local businesses                         | DM RCPP<br>DM CCS                    | Number of sponsorship proposals presented  | At least ten   | 4        |                               |

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

| <b>Deliverable</b>             | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>   | <b>Target</b> | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--------------------------------|---|---|--|---------------|-----------------|---------------------------------------|
| Art in the public space        | Support Public Art Committee  | DM CCS  | Percentage of actions within adopted plan that are implemented annually        | 100%          | 2               |                                       |
|                                | Maintain public art inventory and develop public art maintenance plan                         | Cultural Services Planning; Arts Programs     | Public art inventory and maintenance plan complete                             | August 2013   | 1               |                                       |
|                                | Develop annual agreement with Sculpture by the Sea  | DM RCPP<br>DM EBD                             | Agreement on level of support for Sculpture by the Sea completed annually      | June 2014     | 4               |                                       |
|                                | Encourage suitable art in the private domain  | DM RCPP                                       | Percentage of public art in private domain projects in identified developments | 100%          | 2               |                                       |
|                                | Encourage public art in suitable locations in Waverley  | DM RCPP                                       | Relevant Public Art Committee work plan actions are implemented                | 100%          | 2               |                                       |
| A public art trail in Waverley | Develop promotional material to make existing public art accessible through a planned "trail" | Cultural Services Planning<br><br>DM RCPP     | Plan completed, promotional material finalised and available to the public     | June 2014     | 4               |                                       |

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer | Measure   | Target   | Progress | Comment (If<br>rating 3 or 5) |
|--|--|--------------------------------------|---|--|----------|-------------------------------|
| Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities | Provide support and advice to assist artists and others to hold arts and cultural events and activities                          | Cultural Services Planning           | Number of events supporting artists   | 12   | 2        |                               |
|  | Provide a range of affordable and accessible venues to assist artists and others to hold arts and cultural events and activities | DM LCS<br>DM RCPP<br>DM CCS          | Percentage of available venue hire hours in Library exhibition areas, School of Arts and Bondi Pavilion used as a percentage of hours available | Library: >70%<br>Bondi Pavilion & School of Arts: >50% | 2        |                               |
|  | Undertake annual audit of affordable and accessible venues in the LGA  |                                      | Audit of number of residencies, work spaces and accessible venues conducted annually  | March 2014   | 2        |                               |

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer  | Measure   | Target        | Progress | Comment (If<br>rating 3 or 5)  |
|---|---|---|---|---------------|----------|--|
| Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces | Plan of Management for Bondi Pavilion and Park completed  | Parks, Reserves and Open Space Planning and Design;<br>Recreation Planning<br><br>DM RCPP | POM for Bondi Park and Pavilion completed   | December 2013 | 5        | The draft Plan was completed and reported to Council in August and has been forwarded to the crown lands Division for review prior to exhibition. This has delayed finalisation by an expected 3 monnth. |
|   | Plan in place for review/completion of all Plans of Management for parks, reserves and green spaces |   | Plan in place   | December 2013 | 1        |  |
| Sustainable, well maintained and well used recreation facilities                                | Provide management systems to implement licences and conditions for use of recreation facilities    | Recreation Planning<br><br>DM RCPP  | Process documented and licenses for key fields completed                              |               | 2        |  |
|   | Complete dog exercise area review   |   | Website updated and new signage finalised   | December 2013 | 1        |  |
|   | Deliver Margaret Whitlam Recreation Centre plans and policies to ensure a facility of best practice |   | Report delivery against Margaret Whitlam Recreation Centre key performance indicators | June 2014     | 2        |  |

## Sustainable Community

|   |   |   |  |           |   |  |
|---|---|---|--|-----------|---|--|
|   | Ensure the provision of outdoor fitness equipment which meets community needs           |   | Project completed  | June 2014 | 2 |  |
| 2008 Recreation Needs Study implemented | Continue to implement priority actions in relation to recreation facilities in Waverley | Recreation Planning<br>DM RCPP<br>DM POSO | Percentage of priority actions for the Recreation Needs Study complete | 100%      | 2 |  |

## Sustainable Community

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer | Measure  | Target         | Progress | Comment (If<br>rating 3 or 5) |
|--|--|--------------------------------------|--|----------------|----------|-------------------------------|
| Recreation opportunities provided in response to community needs | Carry out activities which support local sport and recreation groups                       | Recreation Planning                  | Mayor's Bowls Cup delivered  | September 2013 | 1        |                               |
|  | Develop new recreation opportunities that reflect community diversity at Waverley Pavilion | DM RCPP                              | Report a 2012-13 program against access and equity guidelines for Waverley Park Pavilion | June 2014      | 2        |                               |

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

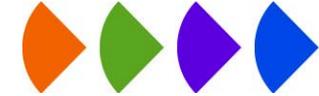
| <b>Deliverable</b>  | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b>                                  | <b>Measure</b>                          | <b>Target</b>   | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b>   |
|---|---|--|---|-----------------|-----------------|---|
| Active and passive recreation facilities provided on Council land or through joint ventures | Finalise investigation of potential for tennis court operations and tender in Waverley Park | Parks Infrastructure Works and Maintenance<br><br>DM POSO<br>DM RCPP<br>DM M&C | Report to Council                       | December 2013   | 5               | An earlier decision by Council to investigate netball at the site has required further work in this area which has delayed time frames. |
| Sporting fields and other active recreation facilities upgraded                             | Finalise schedule and plans for facilities in Waverley Park                                 | Parks Infrastructure Works and Maintenance<br><br>DM RCPP                      | Waverley                                | March 2013      | 5               | Works delayed to align schedule with development of amenity building.   |
|   | Remove and reconstruct Bocce Court depending on funding                                     |  | Within schedule to allow other works    | July 2013       | 4               |   |
|   | Investigate location of netball court at Waverley Park                                      |  | Report to Council                       | August 2013     | 5               |   |
|   | Implement landscape improvements to south west corner of Waverley Park                      |  | Completed according to agreed timetable | Within 3 months | 4               |   |

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

| <b>Deliverable</b>  | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b>                        | <b>Measure</b>  | <b>Target</b>   | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|---|--|--|---|---|-----------------|---------------------------------------|
| Playgrounds upgraded  | Minimum of two playgrounds (to be identified) to be upgraded   | Parks Infrastructure Works and Maintenance<br><br>DM POSO<br>DM RCPP | Construction complete   | June 2014   | 2               |                                       |
|   | Source additional funding for playground development in priority locations as identified                       |  | Finished cost for projects and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 2               |                                       |
|   |  |  | Proportion of funding programs sourced  | 100%  | 1               |                                       |
| Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves | Undertake works arising from Park Plans of Management (POM)  | Parks Infrastructure Works and Maintenance<br><br>DM RCPP            | Finished cost for projects and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 2               |                                       |
|   | Commence Parks Template, detailing preferred palette of materials, finishes, planting, signage and wayfinding. |  | Template completed within agreed timetable  | Within 3 months of commencement   | 2               |                                       |
|   | Detailed planning commenced for priority works in Bondi Park   |  | Timeframe established   | Within 3 months of completion of Bondi Plan of Management   | 2               |                                       |

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

| <b>Deliverable</b>  | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b>   | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b>  |
|---|---|---|---|---|-----------------|--|
| Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves | Detailed design and construction of amenity building, Waverley Park | Parks Infrastructure Works and Maintenance    | Finished cost for projects and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed | 2               |  |
|   | Tamarama Park landscape improvements implemented                    | DM RCPP<br>DM M&C                             | Finished cost for projects and time to complete compared to agreed budget and timetable | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable completed | 5               | Works were not complete in time for SXS and have therefore been further delayed to allow for this event. |



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.

### Directions

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

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

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

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

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

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

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

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

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

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer | Measure   | Target                        | Progress | Comment<br>(If rating<br>3 or 5) |
|---|---|--------------------------------------|---|-------------------------------|----------|----------------------------------|
| Initiatives implemented to encourage visitation and stimulate economic activity | Annual marketing and promotions plan developed and implemented to enliven public open spaces and encourage visitation to Bondi Junction | DM EBD                               | Number of initiatives implemented to encourage visitation                 | At least 4                    | 2        |                                  |
|   | Advise businesses of sponsorship and participation opportunities associated with activities and promotions                              |                                      | Number of business who sponsor and participate in programs and activities | At least 4                    | 2        |                                  |
|   | Conduct Business Occupancy and Tenancy Mix Audits   |                                      | Number of Business Occupancy and Tenancy Mix Audits conducted             | 2 annually (June and January) | 2        |                                  |
|   | Conduct Pedestrian Count on Oxford Street Mall  |                                      | Number of pedestrian counts on Oxford Street Mall                         | 1 Pedestrian Count            | 4        |                                  |
|   | Manage outdoor markets licence and activities   |                                      | Frequency of meetings held with operator                                  | Quarterly                     | 2        |                                  |
|   | Produce seasonal banner displays in Oxford St Mall  |                                      | Number of banner changes  | At least 4                    | 2        |                                  |

## Sustainable Living

|   |  |        |   |   |                   |  |
|---|--|--------|---|---|-------------------|--|
|   | <p>Manage Wayfinding signs contents (map and information posters) on Oxford Street</p> <p>Undertake lighting and risk audits at night on Oxford Street and Waverley Street Malls</p> |        | <p>Number of content changes</p> <p>Number of audits conducted</p>                                    | <p>At least 4<br/>2 annually<br/>(November and May)</p>   | <p>2</p> <p>2</p> |  |
|   | <p>Encourage use of Oxford Street Mall for commercial and community promotional activities</p>   |        | <p>Number of permits issued</p>   | <p>At least 20</p>  | <p>2</p>          |  |
|   | <p>Manage and issue permits for activities</p>   |        | <p>Busking Policy adopted and implemented</p>   | <p>June 2014</p>  | <p>4</p>          |  |
|   | <p>Implement "Busking" policy to manage busking activities on Oxford Street Mall</p>   |        |   |   |                   |  |
| Improved communication with major Bondi Junction stakeholders | <p>Support and attend meets of the Waverley Business Forum</p> <p>Meet with other Bondi Junction business stakeholders regularly</p>   | DM EBD | <p>Number of business forums, Chamber of Commerce, BEC and other business group attended annually</p> | <p>At least three business forum meetings and six other meetings with other business stakeholders per annum</p> | <p>4</p>          |  |

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

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b>     | <b>Measure</b>   | <b>Target</b> | <b>Progress</b> | <b>Comment<br/>(If rating<br/>3 or 5)</b> |
|--|--|---|--|---------------|-----------------|---|
| Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process | Development applications for works within the private and public domain in Bondi Junction commercial precinct assessed against relevant “Place Making Principles” and guidelines in Part F1 of Waverley DCP 2006 | Development Assessment and Approvals<br><br>DM DA | Percentage of development applications assessments for major private developments that applied ‘Place Making’ principles within Bondi Junction commercial precinct | 100%          | 2               |   |
| Bondi Junction Complete Streets study adopted, recommendations implemented   | Bondi Junction complete streets recommendations implemented  | DM TS   | Recommendations implemented as per schedule  | 100%          | 4               |   |

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

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

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

| <b>Deliverable</b>  | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>   | <b>Target</b>                          | <b>Progress</b> | <b>Comment<br/>(If rating<br/>3 or 5)</b> |
|---|---|---|--|--|-----------------|---|
| Initiatives and programs implemented to increase visitation and economic activities | Annual marketing and promotions plan developed and implemented  | DM EBD  | Number of initiatives implemented to encourage visitation                | At least 3                             | 2               |   |
|   | Advise businesses of sponsorship and participation opportunities associated with activities and promotions                      |   | Number of business who sponsor or participate in programs and activities | At least 4                             | 2               |   |
|   | Manage outdoor markets license and activity in Roscoe Street Mall   |   | Number of meetings held with operator                                    | 1 meeting prior to Summer commencement | 4               |   |
|   | Manage mobile vending licences and activities at Bondi Beach  |   | Licence compliance and requirements implemented                          | 100%                                   | 2               |   |
|   | Manage Wayfinding signs contents (map and information posters) in Bondi, Bondi Road and Rose Bay                                |   | Number of content changes  | At least 4 seasonal content changes    | 2               |   |
|   | Manage and issue permits for commercial and community activities including Bondi Beach, Bondi Park and Bondi Pavilion Forecourt |   | Number of permits issued   | At least 20 permits                    | 2               |   |

## Sustainable Living

|  |   |  |  |   |            |  |
|--|---|--|--|---|------------|--|
|  | Undertake lighting and risk audit at night  |  | Number of audits conducted   | 2 audits annually (June and January)  | 2          |  |
| Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process            | Assess and approve development applications for Bondi place making in line with Councils planning controls and policies   | Development Assessment and Approvals<br><br>DM DA                              | Percentage of development applications assessments for major private developments that applied 'Place Making' principles within Bondi's commercial precinct  | 100%  | 2          |  |
| Public domain works undertaken as part of overall Design Framework for Bondi Beach   | Undertake Bondi Beach Design Framework public domain works<br><br>Performance against budget and delivery timeline monitored closely and variances reported   | Place Maintenance and Upgrade<br><br>DM TS<br>DM M&C                           | Finished cost for projects and time to complete compared to agreed budget and timetable  | Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 2          |  |
| Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works | Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved<br><br>Enforcement of development approvals and building work compliance | Place Development Planning and Strategy; Place Regulation<br><br>DM TS<br>DM C | Change in complaints received in relation to of public domain works and private development works at Bondi Beach from base year 2009-10<br><br>Percentage of complaints investigated to agreed service standards timetable | Less than base year<br><br>100%   | 2<br><br>2 |  |

## Sustainable Living

|  |  |        |   |            |   |  |
|--|--|--------|---|------------|---|--|
| Sustained and diverse mix of commercial activity | Conduct Business Occupancy and Tenancy Mis Audits                            | DM EBD | Business Occupancy and Tenancy Mix Audits conducted | At least 2 | 2 |  |
|  | Promote diverse range of business operating in commercial areas and villages |        | Number of promotions                                | At least 2 | 2 |  |

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

| <b>Deliverable</b>  | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>   | <b>Target</b>   | <b>Progress</b> | <b>Comment<br/>(If rating<br/>3 or 5)</b> |
|---|---|---|--|---|-----------------|---|
| Programs and initiatives implemented to sustain visitation levels and commercial viability            | Develop and implement a program of activities to increase and/or sustain business activity in villages  | DM EBD  | Number of cooperative activities undertaken each year          | At least two annually   | 2               |   |
|   | Carry out regular Business Activity Audit and report results of these audits  |   | Level of business activity in the commercial villages          | Business Activity Audit show business activity stable or increasing | 2               |   |
|   | Meet with other business stakeholders regularly   |   | Number of Chamber, BEC and precinct meetings attended annually | At least four meetings with business stakeholders per annum         | 2               |   |
| Up to date and accessible business start-up and development information on Council's business webpage | Work with Communications Unit in development of Council's website with new look and navigation capabilities to include Business page and information requirements | DM EBD  | New look Business webpage implemented                          | 100%  | 2               |   |
|   | Business Page to provide relevant information and links to relevant Council areas and forms, rules and regulations to meet business needs                         |   | Business Page audited  | Quarterly audits of information on business webpage                 | 2               |   |
|   | Update "Doing Business" page on Council's website regularly   |   |  |   |                 |   |

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

| <b>Deliverable</b>                                    | <b>Actions</b>  | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>   | <b>Target</b> | <b>Progress</b> | <b>Comment (If rating 3 or 5)</b> |
|---|---|---|--|---------------|-----------------|-----------------------------------|
| Programs, activities and events enliven public places | Initiatives and programs implemented to increase visitation, economic activity and employment opportunities | DM EBD                                    | Range of public place activities implemented                   | At least 3    | 2               |                                   |
|   | Undertake surveys to measure level of community and visitor participation                                   |   | Community and visitor participation in programs and activities | At least 1    | 2               |                                   |

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer | Measure   | Target       | Progress | Comment<br>(If rating<br>3 or 5) |
|---|--|--------------------------------------|---|--------------|----------|----------------------------------|
| Visitor information promotes shopping, dining and recreational experiences. | Visitor information marketing and material to promote diversity of shopping areas, dining, cultural and recreational experiences available   | DM EBD                               | Number of marketing material, guides and maps produced                    | At least two | 2        |                                  |
|   | Visitor information page on Council's website kept up-to-date and linked to Eating Out Guide, My Bondi Summer and Bondi Winter Magic Sites   |                                      | Information on visitor information page is timely and relevant            | 100%         | 2        |                                  |
| Programs and events benefit both visitors and the local community.          | Undertake tourism research to identify Bondi visitors numbers, country of origin, demographic, interests, spend, transport mode and length of stay. (Report to inform development of future tourism programs and initiatives). | DM EBD                               | Tourism research undertaken   | 1            | 2        |                                  |
|   | Deliver and manage a range of Council and Commercial events to suit a range of interests   |                                      | Public place events addressed in accordance with Council's Events Policy. | At least 3   | 2        |                                  |
|   | Develop and deliver a program to increase winter visitation levels in Bondi to sustain business activity   |                                      | Number of winter programs implemented                                     | At least 1   | 2        |                                  |

## *Sustainable Living*

|  |   |        |   |            |   |  |
|--|---|--------|---|------------|---|--|
| Regular communication with tourism providers and organisations | Attend meetings with tourism providers and organisations  | DM EBD | Number of meetings attended   | At least 4 | 2 |  |
|  | Lobby tourism providers and organisations to include safety and alcohol messages in their marketing and promotions using Bondi Beach as a draw card |        | Number of marketing material containing safety and behaviour messages | At least 1 | 2 |  |

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer   | Measure  | Target  | Progress | Comment<br>(If rating<br>3 or 5) |
|--|---|--|--|---|----------|----------------------------------|
| Visitor management and safety program implemented.   | Develop and implement summer safety and education program "My Bondi Summer"   | Visitor Management Services            | Summer visitor management and education program implemented                | 1   | 2        |                                  |
|  | Manage Free Beach WiFi trial at Bondi Beach and landing page message  | DM EBD                                 | WiFi analytics (Baseline: 2012 – 500 average daily summer usage)           | 5% increase annually  | 4        |                                  |
| Safety and environmental messages are visible to and accessible to visitors and tourists at Waverley's beaches | Replace and/or upgrade signage in commercial areas as required by Place Management Audit  | DM B&S                                 | 90% of signs replaced  | June 2014   | 2        |                                  |
|  | Distribute and maintain levels of brochures and safety information available to visitors at information centres and tourism associated businesses | DM EBD                                 | Number of outlets where brochures available                                | At least 10   | 2        |                                  |
| An excessive noise compliance program  | Receive noise complaints  | Pollution Control Programs<br><br>DM C | Number of noise complaints received annually compared to base year 2009-10 | Reduction in noise complaints that are sustained is = or < than base year | 2        |                                  |

## Sustainable Living

|  |  |  |  |      |   |  |
|--|--|--|--|------|---|--|
|  | Investigate noise complaints   |  | Commence investigation of complaints within 21 days of receipt | 100% | 2 |  |
|  | Issue fines or take other enforcement action under the <i>Protection of the Environment Operations Act 1997</i> when required to deal with noise pollution |  | Take enforcement action for non compliance                     | 100% | 2 |  |

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

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

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

| <b>Deliverable</b>   | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>   | <b>Target</b>                        | <b>Progress</b> | <b>Comment<br/>(If rating<br/>3 or 5)</b> |
|--|---|---|--|--------------------------------------|-----------------|---|
| Programmed cleaning and maintenance of Council assets undertaken   | Undertake programmed cleaning of council assets including street furniture, signage and litterbins in accordance with adopted Service Level Agreement   | Place Cleaning Services<br><br>DM RR&PPC      | Percentage compliance with SLA for maintenance of Council assets                 | 90%                                  | 2               |   |
| Graffiti and posters removed in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i> | Remove graffiti in accordance with Council's Graffiti and Billposter Removal Policy<br><br>Remove of billposters in accordance with Council's Graffiti and Billposter Removal Policy<br><br>Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards | Graffiti Removal Services<br><br>DM RR&PPC    | Percentage compliance with established graffiti and bill poster removal protocol | 90%                                  | 2               |   |
|  | Increased graffiti removal<br><br>(Service Plus Component 7 – Providing more cleaning and greening of all the spaces we share)  | Graffiti Removal Services<br><br>DM RR&PPC    | Increase Graffiti Removal (m3) per Quarter                                       | > 890m3 graffiti removed per Quarter | 2               |   |

## Sustainable Living

|   |   |   |   |           |   |  |
|---|---|---|---|-----------|---|--|
| Community awareness of and engagement with strategies to prevent/ manage graffiti | Graffiti prevention/ management program implemented with reference to the Community Safety Plan | Community Safety;<br>Civic Pride Programs | Update website                                  | June 2013 | 2 |  |
|   |   |   | Number of civic pride sites maintained per year | Six sites | 2 |  |
|   |   | DM RCPP                                   | New sites added each year                       | One       | 4 |  |

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer                   | Measure  | Target | Progr<br>ess | Comm<br>ent (If<br>rating<br>3 or 5) |
|--|--|--|--|--------|--------------|--------------------------------------|
| Public place regulation and compliance programs undertaken | Undertake regular patrols of the area to ensure regulatory compliance in accordance with Service Level Agreements or in response to customer complaints or requests                | Place Regulation<br><br>DM C                           | Percentage of times public place regulation and compliance programs meet service standards | 90%    | 2            |                                      |
| Abandoned cars removed                                     | Identify abandoned vehicles<br><br>Arrange removal of abandon vehicles to Council depot and securely stored pending disposal<br><br>Arrange return or disposal of abandon vehicles | Abandon Car Control and Removal<br><br>DM C<br>DM M&C  | Percentage of abandoned cars removed in accordance with Impounding Act                     | 100%   | 2            |                                      |
| Beach cleaning and beach pool cleaning program undertaken  | Clean beach using both beach rake and cleaning staff in accordance with agreed program   | Beach Cleaning and Maintenance<br><br>DM POSO<br>DC MC | Percentage of times beach cleaning program meets timeframe and standards set               | 95%    | 2            |                                      |
|  | Seasonal beach pool cleaning program developed and posted on Council's webpage<br><br>Clean beach pool in accordance with seasonal cleaning program                                |  | Percentage of times pool cleaning meets timeframe and standards set                        | 80%    | 2            |                                      |

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer          | Measure   | Target | Progre<br>ss | Comm<br>ent (If<br>rating<br>3 or 5) |
|---|--|---|---|--------|--------------|--------------------------------------|
| Parks and reserves cleaned and maintained regularly | Programmed cleaning and maintenance of major parks and coastal reserves undertaken | Parks Cleaning and Maintenance<br><br>DM POSO | Percentage of times major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Bondi Park, Tamarama Park & Marks Park) cleaned daily | 95%    | 2            |                                      |
|   | Programmed cleaning and maintenance of other parks and reserves undertaken         |   | Percentage of times other parks and reserves cleaned weekly   | 95%    | 2            |                                      |
|   | Emergency cleaning of parks and reserves undertaken                                |   | Percentage of times emergency cleaning of Council reserves undertaken within 24 hours of customer request   | 100%   | 2            |                                      |
|   | Planting, landscaping or landscape maintenance in parks and reserves undertaken    |   | Percentage of times landscape maintenance is completed in Parks and Reserves  | 95%    | 2            |                                      |
|   | Check lists for parks completed  |   |   |        |              |                                      |
|   | Hazards in parks reported and rectified  |   |   |        |              |                                      |
|   | Hazards or item requiring maintenance reported and rectified                       |   |   |        |              |                                      |

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

| <b>Deliverable</b>                                 | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b> | <b>Progress</b> | <b>Comment<br/>(If rating 3<br/>or 5)</b> |
|--|---|---|---|---------------|-----------------|---|
| All playgrounds inspected and maintained regularly | Check and inspect high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) daily and complete check list                         | Parks Cleaning and Maintenance<br><br>DM POSO | Percentage of times high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) inspected daily | 100%          | 2               |   |
|  | Check and inspect all other playgrounds monthly and complete check list   |   | Percentage of times all other playgrounds inspected monthly   | 100%          | 2               |   |
| Trees in streets and reserves are maintained       | Service Desk requests for maintenance of trees in streets or reserves assessed, locations inspected and works prioritised with regard to potential risk | Tree Maintenance Services<br><br>DM POSO      | Percentage of customer requests for maintenance of trees in streets or reserves meet                                | 90%           | 2               |   |
|  | Work to maintain trees in streets or reserves undertaken  |   | Percentage of healthy trees maintained 12 months after planting season  | 80%           | 2               |   |
| SAMP 4 park improvement works undertaken           | Implement SAMP 3 park improvement works for 2013/14   | DM POSO                                       | Percentage of works completed on time and less than or equal to agreed budget                                       | 90%           | 2               |   |

## Sustainable Living

|                                 |  |                |   |                  |   |  |
|---------------------------------|--|----------------|---|------------------|---|--|
| Management of companion animals | Ensure compliance with Companion Animals Act including control of dangerous dogs and nuisance cats | Animal Control | Change in number of animals impounded annually from base year 2009-10     | < than base year | 2 |  |
|                                 | Deal with complaints about companion animals   | DM C           | Investigate complaints within 7 days                                      | 90%              | 2 |  |
|                                 | Provide companion animal reporting   |                | Provide reporting as required by the legislation within the required time | 95%              | 2 |  |
|                                 | Deal with abandon companion animals  |                | Investigate complaints regarding abandoned animals within 48 hours        | 90%              | 2 |  |

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

| Deliverable   | Actions   | Sub service/<br>Reporting Officer              | Measure   | Target           | Progress | Comment (If rating 3 or 5) |
|---|---|--|---|------------------|----------|----------------------------|
| Inspection and removal of dumped rubbish and where appropriate enforcement action | Dumped rubbish identified and reported for inspection                               | Dumped Rubbish and Litter Control              | Dumped rubbish removed within five days of notification                 | 100%             | 2        |                            |
|   | Dumped rubbish inspected for possible compliance action                             | DM RR&PPC                                      | Number of reported dumped rubbish                                       | < than base year | 2        |                            |
|   | Remove dumped rubbish   |  | Number of compliance notices issued                                     | < than base year | 4        |                            |
|   | Undertake legal action in relation to dumped rubbish where possible                 |  | Number of dumped rubbish collected                                      | < than base year | 2        |                            |
|   |   |  | Tonnes of dumped material collected                                     | < than base year | 2        |                            |
| <i>Adopt a Tree Program'</i> continued  | Program implemented in accordance with Street Tree Masterplan and planting schedule | Civic Pride Programs<br><br>DM RCPP<br>DM POSO | Percentage of adopt a tree requests actioned                            | 90%              | 2        |                            |
| Footpath garden program continued   | Program implemented in accordance with new policy and guidelines                    | Civic Pride Programs<br><br>DM RCPP            | Percentage of applications approved following new policy and guidelines | 90%              | 2        |                            |

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

| <b>Deliverable</b>   | <b>Actions</b>  | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>                        | <b>Target</b> | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--|---|---|---------------------------------------|---------------|-----------------|---------------------------------------|
| Application available for residents to report graffiti available and promoted on Council website | Development of a graffiti reporting form available on Council's website | DM RR&PPC                                 | Creation of the online reporting form | June 2014     | 2               |                                       |

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

| Deliverable  | Actions  | Sub service/<br>Reporting Officer | Measure   | Target    | Progress | Comment (if rating 3 or 5) |
|--|--|-----------------------------------|---|-----------|----------|----------------------------|
| Approved developments maintain and enhance the identity of Waverley's villages | Assess and approve development applications in line with Councils planning controls and policies                                       | Urban Planning<br><br>DM DA       | Percentage of development applications assessed in line with Council's planning controls and policies | 100%      | 2        |                            |
| All properties with heritage significance listed within LEP                    | Properties with heritage significance identified and reviewed  | Urban Planning                    | Properties and areas with heritage significance are identified within LEP                             | 100%      | 4        |                            |
|  | Consultation undertaken, where required, into heritage listing<br><br>Properties with heritage significance listed in LEP              | DM STP                            | Review DCP Heritage controls for areas outside Bondi Junction   | June 2014 | 2        |                            |
| Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review | <i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i> | DM STP                            | Review Heritage Inventory Sheets for Heritage Items and Conservation areas                            | June 2014 | 2        |                            |

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer       | Measure  | Target   | Progress | Comment (If<br>rating 3 or<br>5)       |
|---|--|--|--|--|----------|--|
| Looking Good – streetscape improvement works undertaken | Consultation with key stakeholders including Place Managers undertaken   | Place Maintenance and Upgrade<br><br>DM TS | Finished cost and time to complete compared to agreed budget and timetable | Cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4        |  |
| Civic Pride Village Improvement Project initiated       | Consultation on civic pride elements of Footpath Improvement Program with key stakeholders including Place Managers and community depending on funding 2012-13 | Civic Pride Programs<br><br>DM TS<br>DM ES | Number of civic pride enhancements developed and implemented annually      | Two  | 4        | Delayed to align with footpath program |
|   | Provide landscaping enhancement to Looking Good streetscape and other projects   | DM RCPP                                    | Percentage of priority projects actioned                                   | 100%   | 4        |  |
|   | Liaise with key stakeholders to plan for inclusion of civic pride elements in Footpath Improvement Program   |  | Number of civic pride enhancements proposed                                | Two  | 5        |  |
|   | Provide landscaping enhancement to Looking Good streetscape and other projects   |  | Percentage of priority projects actioned                                   | 100%   | 4        |  |

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer               | Measure   | Target                     | Progress | Comment<br>(If rating 3<br>or 5) |
|--|---|--|---|----------------------------|----------|----------------------------------|
| Approved developments achieve high quality urban design outcomes   | Assess and approve development applications in line with Councils planning controls and policies                  | Development Assessments and Approvals<br><br>DM DA | Percentage of development applications assessed in line with Council's planning controls and policies | 100%                       | 2        |                                  |
| Comprehensive local environment plan (LEP) updated annually in line with Council's Land Use Strategy and the requirements of the NSW Department of Planning and Infrastructure | Review comprehensive LEP<br>Comprehensive LEP to be publicly exhibited as required by DoPI.                       | Urban Planning<br><br>DM STP                       | Amendments to comprehensive LEP adopted by Council.   | Annually                   | 4        |                                  |
|  | Arrange for LEP to be gazetted  |  | Once the LEP is gazetted by the Department of Planning post gazettal tasks completed.                 | Within 1 month of gazettal | 2        |                                  |
| Development Control Plan (DCP) updated annually  | Undertake review of Waverley Development Control Plan in line with -LEP<br><br>Submit DCP to Council for adoption | Urban Planning<br><br>DM STP                       | Amendments to comprehensive DCP adopted by Council  | Annually                   | 4        |                                  |

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

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

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

| <b>Deliverable</b>   | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b> | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--|---|---|---|---------------|-----------------|---------------------------------------|
| Expert heritage advice on development applications   | Provide heritage advice to development applicants<br><br>Provide heritage advice to Council officers to assist them in assessing development applications | Heritage Conservation<br><br>DM STP           | Heritage advice referrals completed within service standard | 90%           | 2               |                                       |
| An ongoing public education campaign on heritage and good design including annual Heritage and Urban Design Awards | Provide information to the public on heritage and good design<br><br>Conduct Heritage and Urban Design Awards   | Heritage Conservation<br><br>DM STP           | Heritage and Urban Design Awards conducted annually         | April 2014    | 2<br><br>4      |                                       |

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

| <b>Deliverable</b>   | <b>Actions</b>  | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>  | <b>Target</b>           | <b>Progress</b> | <b>Comment (If rating 3 or 5)</b> |
|--|---|---|---|-------------------------|-----------------|-----------------------------------|
| Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA) | Identify opportunities to deliver public infrastructure through Voluntary Planning Agreements | Urban Planning<br><br>DM STP              | Percentage change in number of Voluntary Planning Agreements (VPA) executed annually from 2009-10 base year | Increase from base year | 2               |                                   |
| Develop new VPA policy   | Develop Voluntary Planning Agreements Policy that deliver public infrastructure               | Urban Planning<br><br>DM STP              | New VPA Policy adopted by Council   | March 2014              | 4               |                                   |

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

| Deliverable                                       | Actions   | Sub service/<br>Reporting Officer | Measure  | Target  | Progress | Comment (If rating 3 or 5) |
|---|---|-----------------------------------|--|---|----------|----------------------------|
| Conduct retail hierarchy Study in Bondi Junction  | Lead DM to undertake training in Economic development   | DM STP                            | Successful completion of training  | June 2014   | 4        |                            |
| Bondi Junction is safer and more vibrant at night | Complete Streets project adopted by Council and key recommendations implemented<br><br><i>Actions for these deliverables will be carried out in future years of this Delivery Program period (subject to available funding)</i> | DM STP                            | Increased pedestrian activity in Bondi Junction measured by a pedestrian survey every 5 years. | Number of pedestrians in Bondi Junction is steady or increasing | 2        |                            |

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer  | Measure  | Target  | Progress | Comment (If<br>rating 3 or<br>5)             |
|---|---|---|--|---|----------|--|
| Construction of traffic islands in the Council area | Traffic islands designed and documented<br><br>Construction delivery in accordance with program   | Traffic Management Services;<br>Road Works and Maintenance<br><br>DM TS<br>DM M&C | Finished cost and time to complete compared to agreed budget and timetable   | Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable                         | 5        | PWS currently seeking quotes for Martins Ave |
| Traffic & pedestrian crashes reviewed annually      | Collect and collate traffic & pedestrian crash data<br><br>Review traffic & pedestrian crash data<br><br>Report and if required make recommendations on traffic & pedestrian accident data review | Road and Parking Safety Programs<br><br>DM TS                                     | In 2005 total of 287 crashes with: <ul style="list-style-type: none"> <li>▪ 2 fatal crashes</li> <li>▪ 160 injury</li> <li>▪ 125 non-casualty crashes (tow away)</li> </ul> Included in these crashes were: <ul style="list-style-type: none"> <li>• 2 pedestrian fatalities</li> <li>• 24 pedestrian injuries</li> <li>• 0 cyclist fatalities</li> <li>• 25 cyclist injuries</li> </ul> | Number of vehicle, pedestrian and cyclist crashes causing death or injury is equal to or less than 2005 base year | N/A      | Data available from RMS on an annual basis.  |

## Sustainable Living

|                               |  |  |   |  |   |  |
|-------------------------------|--|--|---|--|---|--|
| Improve safety around schools | <p>Undertake parking patrols around school zones</p> <p>Provide information to improve safety around schools</p> <p>Undertake enforcement action to ensure safety around schools</p> | <p>Road and Safety Parking Programs</p> <p>DM PS</p> | Number of parking patrols a week conducted around schools | Minimum of five parking patrols a week | 2 |  |
|-------------------------------|--|--|---|--|---|--|

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

| Deliverable   | Actions   | Sub service/<br>Reporting Officer                  | Measure   | Target                                 | Progress | Comment (If rating 3 or 5)                      |
|---|---|--|---|--|----------|---|
| Waverley Transport Plan review completed  | Commence implementation of short term projects identified in the Waverley Transport Plan  | DM ES  | Percentage of identified works completed as per schedule  | 100%                                   | 4        | Changes to be finalised at Q2 budget amendment. |
|   | Review The Waverley Transport Plan  |  | Review complete   | October 2013                           | 5        |   |
| Infrastructure, education and promotion programs to encourage car efficiency and active travel as an alternative to the private car | Coordinate local events, including Ride to Work Day and Walk to Schools Day, that promote sustainable transport                         | Alternative Transport Programs                     | Number of event, educational activities and other programs to encourage sustainable transport alternatives provided each year | Three events, 12 workshops, two guides | 4        |   |
|   | Run community workshops, including bike proficiency and bike maintenance, that encourage cycling  | DM ES  |   |  |          |   |
|   | Prepare transport access guides for Council facilities  |  |   |  |          |   |
| Improved quality and frequency of public transport in the LGA through working with state government and other agencies              | Meet regularly with state government agencies to discuss possible improvements/ changes to increase in public transport capacity in LGA | Transport Planning<br><br>DM ES<br>DM STP<br>DM TS | Meetings held with agencies   | Twice per year                         | 4        |   |

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

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

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

| Deliverable                           | Actions   | Sub service/<br>Reporting Officer | Measure  | Target                         | Progress | Comment (If<br>rating 3 or 5) |
|---------------------------------------|---|-----------------------------------|--|--------------------------------|----------|-------------------------------|
| Improved public domain infrastructure | Implement the Complete Streets recommendations adopted by Council in Bondi Junction | DM STP<br>DM TS<br>DM EBD         | Conduct pedestrian survey in key commercial centres annually and compare pedestrian numbers over 4 years from the base year. | Increase in pedestrian numbers | 4        |                               |

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

| Deliverable                                 | Actions  | Sub service/<br>Reporting<br>Officer                | Measure  | Target  | Progress | Comment (If<br>rating 3 or 5) |
|---|--|---|--|---|----------|-------------------------------|
| Availability of bicycle parking improved    | Identify locations that require new or additional bicycle parking or other bicycle related facilities<br><br>Provide bicycle parking or other bicycle related facilities<br><br>Consultation with key stakeholders including Place Managers undertaken | Cyclist Mobility Programs<br><br>DM ES<br>DM TS     | Annual increase in the number of bicycle parking spaces                    | 20 per year   | 4        |                               |
| Footpath amenity and accessibility improved | Develop annual footpath program in consultation with Access Committee<br><br>Undertake adopted annual footpath program   | Pedestrian Mobility Programs<br><br>DM TS<br>DM M&C | Finished cost and time to complete compared to agreed budget and timetable | Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 2        |                               |
|   | 10% increase in proportion of footpaths kept in top condition<br><br>(Service Plus Component 4 – Providing more and safer access to public places)<br><br>Consultation with key stakeholders including Place Managers undertaken                       | Pedestrian Mobility Programs<br><br>DM TS<br>DM M&C | Finished cost and time to complete compared to agreed budget and timetable | Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 2        |                               |

**Strategy: L8a Improve and augment public transport along main routes**

| <b>Deliverable</b>   | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b>           | <b>Measure</b>   | <b>Target</b>   | <b>Progress</b> | <b>Comment<br/>(If rating 3<br/>or 5)</b> |
|--|---|---|--|---|-----------------|---|
| Support for public buses to directly connect neighbourhood centres                 | Bus operations reviewed annually with STA<br><br>Report and if required make recommendations on traffic and pedestrian accident data review to assist with STA planning   | Transport Planning<br><br>DM TS                         | Meeting held with STA  | December 2013   | 2               |   |
| Bus shelters maintained and replaced   | Bus shelter replacement developed and adopted<br><br>Bus shelters requiring maintenance identified<br><br>Maintenance of bus shelters undertaken  | Other Infrastructure Works and Maintenance<br><br>DM TS | Number of bus shelters replaced annually<br><br>Finished cost and time to complete compared to agreed budget and timetable | At least two<br><br>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 4<br><br>4      |   |
| Information on Bondi Junction and Bondi Beach promotes the use of public transport | Provide information on the use of public transport in marketing material for events and activities at Bondi Junction and Bondi Beach<br><br>Ensure promoters for events at Bondi Junction and Bondi Beach where Council is an event partner promotes the use of public transport in marketing/ promotional material | Place Marketing<br><br>DM EBD                           | Percentage of marketing material that promotes the use of public transport   | 100%  | 4               |   |

**Strategy: L8a Improve and augment public transport along main routes**

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting Officer</b>      | <b>Measure</b>   | <b>Target</b> | <b>Progress</b> | <b>Comment (if rating 3 or 5)</b> |
|--|--|--|--|---------------|-----------------|-----------------------------------|
| Parking patrol conducted along main roads during weekdays          | <p>Undertake parking patrols along main roads during weekdays</p> <p>Provide information to improve parking compliance along main roads</p> <p>Undertake enforcement action to ensure compliance along main roads</p>                            | <p>On Street Parking Services</p> <p>DM PS</p> | Number of parking patrols conducted each day along main roads during weekdays          | Two           | 2               |                                   |
| Parking patrol conducted along transport corridors during weekends | <p>Undertake parking patrols along transport corridors during weekends</p> <p>Provide information to improve parking compliance along transport corridors</p> <p>Undertake enforcement action to ensure compliance along transport corridors</p> | <p>On Street Parking Services</p> <p>DM PS</p> | Number of parking patrols conducted each day along transport corridors during weekends | Two           | 2               |                                   |

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

| Deliverable   | Actions  | Sub service/<br>Reporting Officer | Measure   | Target | Progress | Comment (If rating 3 or 5) |
|---|--|-----------------------------------|---|--------|----------|----------------------------|
| Our infrastructure provides access to public transport which complies with Commonwealth Disability Standards for Accessible Public Transport 2002 | Complying with Commonwealth Disability Standards for Accessible Public Transport | DM TS                             | Percentage compliance with Commonwealth disability standards for Accessible Public Transport 2002 | 100%   | 2        |                            |

**Strategy: L8c Improve access to the Bondi Junction interchange**

| Deliverable  | Actions  | Sub service/<br>Reporting Officer | Measure   | Target    | Progress | Comment (If rating 3 or 5) |
|--|--|-----------------------------------|---|-----------|----------|----------------------------|
| More efficient and safer access to the Bondi Junction Bus / Rail Interchange for commuters | Investigate options for improving the commuter access to the Bus / rail Interchange from the surrounding street system | D PES<br>DM PS<br>DM STP<br>DM TS | Options presented to key stakeholders for consideration | June 2014 | 2        |                            |

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

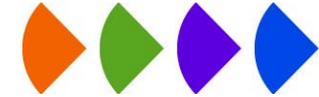
| <b>Deliverable</b>  | <b>Actions</b>  | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>  | <b>Target</b> | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|---|---|---|---|---------------|-----------------|---------------------------------------|
| Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach eg. light rail | Attend meetings about light rail and improving transport efficiency within the Eastern Suburbs    | Alternative Transport Programs            | Number of meetings attended annually by Council staff about light rail within the Eastern Suburbs | One           | 1               |                                       |
|   | Investigate the feasibility of light rail to service the key transport routes of the Waverley LGA | Director PES<br>DM ES<br>DM TS            | Feasibility complete  | June 2014     | 1               |                                       |



|  |   |   |  |  |   |  |
|--|---|---|--|--|---|--|
| Accepted Residential Preferential Parking Scheme Recommendations implemented | Implementation of all recommendations of the RPPS Review as resolved by Council | On Street Parking Services<br><br>DM PS | Finalisation of the implementation of all recommendations of the RPPS Review | 80 % complete within one year of adoption of the recommendations | 2 |  |
|--|---|---|--|--|---|--|

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

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



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.

### Directions

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

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

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

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

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

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

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

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

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## Sustainable Environment

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

| Deliverable   | Actions   | Sub service/<br>Reporting Officer | Measure                        | Target        | Progress | Comment (If rating 3 or 5) |
|---|---|-----------------------------------|--------------------------------|---------------|----------|----------------------------|
| Identify and implement energy efficiency retrofit opportunities on Council assets | Undertake an energy efficiency retrofit of Council assets not already retrofitted   | DM ES                             | Retrofit program complete      | June 2014     | 4        |                            |
|   | Implement the Waverley Energy Efficiency Plan 2011 management actions   |                                   | Identified actions implemented | June 2014     | 4        |                            |
|   | Implement integrated environmental data management system to ensure effective monitoring of electricity consumption from Council assets |                                   | System operational             | April 2014    | 4        |                            |
| Partner with Ausgrid to improve the energy efficiency of public place lighting    | Report on the efficiency improvements available for Ausgrid street lighting infrastructure  | DM ES                             | Report to Council              | May 2014      | 4        |                            |
|   | Continue to participate in the SSROC Street Lighting Improvement Program  | DM TS                             | Meetings attended              | Once per year | 1        |                            |

**Strategy: E1b Investigate and implement low carbon technologies**

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>   | <b>Target</b>                                      | <b>Progress</b>     | <b>Comment<br/>(If rating 3<br/>or 5)</b> |
|--|--|---|--|--|---------------------|---|
| Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented           | Develop strategy to ensure best practice (including consideration of trigeneration) redevelopment of Council sites in Bondi Junction   | DM<br>ES<br><br>DM<br>BSP                     | Strategy for Council sites developed   | June 2014  | 4                   |   |
| Partner with major greenhouse emitters in Waverley LGA to undertake low carbon technology investigations / retrofits | Investigate trigeneration ownership and operating models for Bondi Junction<br><br>Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites<br><br>Engage with Westfield Bondi Junction to encourage the uptake of low carbon technologies in line with the Bondi Junction Greenhouse Gas Review 2011 | DM<br>ES                                      | Report completed<br><br>Commence program delivery<br><br>Meet with Westfield to present opportunities for low carbon initiatives | May 2014<br><br>February 2014<br><br>December 2013 | 4<br><br>4<br><br>1 |   |
| Encourage uptake of low carbon technologies in the community   | Continue to investigate and promote emerging low carbon technologies and efficiencies such as fuel cells, mini combined heat and power and energy management systems   | DM ES   | Investigation complete   | March 2014   | 4                   |   |

## Sustainable Environment

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer    | Measure  | Target    | Progress | Comment<br>(If rating<br>3 or 5) |
|--|--|---|--|-----------|----------|----------------------------------|
| Incentives developed to encourage sustainable retrofits of existing building stock   | Survey large multi-uni developments to develop an energy and water efficiency program  | Energy Management Programs<br><br>DM ES | Survey complete  | June 2014 | 4        |                                  |
| Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process   | Encourage the uptake of low carbon technologies in Bondi Junction mixed development via incentive program  | Energy Management Programs<br><br>DM ES | Incentive program developed  | Feb 2014  | 4        |                                  |
| Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits | Coordinate community workshops that assist residents improve energy efficiency and reduce energy consumption   | Environmental Education Programs        | Number of targeted workshops run annually  | Four      | 4        |                                  |
|  | Provide up to date information to residents in a range of formats on energy efficient technologies and rebates   | DM ES                                   | Update website monthly   | 100%      | 4        |                                  |
| Opportunities for improved energy efficiency and low carbon technologies in commercial and residential buildings identified and controls developed.            | Identify opportunities for improved energy efficient and uptake of low carbon technologies and develop planning controls to encourage via the Waverley DCP | Energy Management Programs              | Integrate controls into the Waverley DCP   | Sep 2013  | 1        |                                  |
|  | Ensure all new Council buildings have a high energy performance  | DM ES<br>DM STP                         | Ensure Environmental Services are represented on Project Control Groups for new builds | 100%      | 4        |                                  |

## Sustainable Environment

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer    | Measure                   | Target        | Progress | Comment<br>(If rating 3<br>or 5) |
|---|---|---|---------------------------|---------------|----------|----------------------------------|
| Uptake of Green Power by residents and businesses increased through promotions and retailer partnerships              | Advocate for the Australian Government to release Greenpower consumption data by LGA  | Energy Management Programs<br><br>DM ES | Correspondence sent       | December 2013 | 1        |                                  |
| Partner with major residential and non-residential electricity consumers to reduce consumption and improve efficiency | Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites                       | Energy Management Programs<br><br>DM ES | Commence program delivery | February 2014 | 4        |                                  |
|   | Develop and deliver and engagement program to increase residents awareness of the phase out of electric hot water systems and options for an efficient system |   | Program delivered         | December 2013 | 1        |                                  |

## Sustainable Environment

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer                                      | Measure                                   | Target                        | Progress | Comment (If rating 3 or 5) |
|--|---|--|---|-------------------------------|----------|----------------------------|
| Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometres travelled (VKT) and parking demand | <p>Identify locations for additional car share spaces</p> <p>Create additional car share spaces</p> <p>Publicise car share scheme and additional car share spaces</p> | <p>Alternative Transport Programs</p> <p>DM TS<br/>DM ES</p>           | Increase in car share spaces in 2012-2013 | 15% increase on previous year | 2        |                            |
| Improve environmental performance of Council's fleet   | Implement identified actions in the Waverley Sustainable Fleet Policy   | <p>Alternative Transport Programs</p> <p>DM ES<br/>DM TS<br/>DM BS</p> | Percentage of identified actions complete | 100%                          | 4        |                            |

## Sustainable Environment

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer           | Measure                                    | Target        | Progress | Comment (If rating 3 or 5) |
|--|---|---|--|---------------|----------|----------------------------|
| An expanded bicycle network together with the provision of bike facilities throughout the LGA  | Participate in the Inner Sydney Regional Bike Plan discussions/ workshops   | Cyclist Mobility Programs<br>DM ES<br>DM TS | Attend workshops                           | Two per year  | 1        |                            |
|  | Improve the provision of bike parking facilities in the Waverley LGA  |   | Number of bike parking facilities provided | 20 per year   | 4        |                            |
| Pedestrian networks developed, which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities | Prepare application for a Local Area Traffic Zone in Bondi Junction Commercial Core                                   | DM TS<br>DM ES                              | Application submitted to the RTA           | December 2013 | 2        |                            |
|  | Prepare application for a Local Area Traffic Zone on the Eastern Beaches Coast Walk from Notts Avenue to Bronte Beach |   | Application submitted to the RTA           | June 2014     | 2        |                            |

## Sustainable Environment

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer                          | Measure                                      | Target   | Progress | Comment (If<br>rating 3 or 5) |
|--|--|---|--|----------|----------|-------------------------------|
| Continue to assess and manage climate change impacts in the Waverley area including impacts on our natural assets, built infrastructure and the community's health | Implement the recommendations of the Waverley Coastal Risk and Hazards Vulnerability Study | Environmental Sustainability Planning<br><br>DM ES<br>DM TS   | Percentage of identified actions implemented | 100%     | 4        |                               |
| Investigate and implement micro-climate management actions to reduce urban heat island effect  | Seek grant funding to complete thermal imaging project across the Eastern Suburbs          | Environmental Sustainability Planning<br><br>DM ES<br>DM POSO | Grant documentation prepared                 | May 2014 | 5        |                               |

## *Sustainable Environment*

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

| <b>Deliverable</b>                                   | <b>Actions</b>       | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b> | <b>Target</b> | <b>Progress</b> | <b>Comment<br/>(If rating 3<br/>or 5)</b> |
|--|----------------------|---|----------------|---------------|-----------------|---|
| Develop and implement climate change adaptation plan | No action in 2013/14 |   |                |               |                 |   |

## Sustainable Environment

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

| Deliverable  | Actions                                   | Sub service/<br>Reporting<br>Officer   | Measure  | Target                                | Progress | Comment (If<br>rating 3 or 5)   |
|--|---|--|--|---------------------------------------|----------|---|
| A domestic waste and recycling service, together with a public place litter collection service | Collect domestic waste weekly             | Domestic Waste Services;<br>Recycling Services;<br>Green Waste Services;<br>Clean Up Services<br><br>DM RR&PPC | Total tonnes domestic waste collected annually                             | Decrease in tonnes from previous year | 2        | New strategy to be designed to reignite community participation in kerbside recycling |
|  | Collect domestic recycling weekly         |  | Total tonnes domestic recycling collected annually                         | Increase in tonnes from previous year | 5        |   |
|  | Collect domestic garden waste fortnightly |  | Total domestic tonnes garden waste collected annually                      | Increase in tonnes from previous year | 2        |   |
|  | Provide a domestic waste clean up service |  | Total tonnes domestic waste clean up collected annually                    | Equal to tonnes from previous year    | 2        |   |
|  | Empty street litter bins                  |  | Street litter bins less than 100% full                                     | >95%                                  | 2        |   |
|  |   |  | Percentage of domestic waste services provided compared to services missed | >95%                                  | 2        |   |

## Sustainable Environment

|  |   |   |                                    |   |   |   |
|--|---|---|------------------------------------|---|---|---|
| Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates       | Undertake trial program with residents in multi unit developments to improve recycling rates and reduce contamination and illegal dumping | Waste Management Programs                                     | Trial program commenced            | August 2013   |   | New strategy to be designed to reignite community participation in kerbside recycling<br><br>Restructure has placed waste education into Enviro |
|  | Develop and deliver an engagement program to maximise recycling   | DM ES<br>DM RR&PPC<br>DM B&S<br>DM M&C                        | Recycling increased annually       | Increased recycling rates compared to previous year | 5 |   |
|  | Develop in collaboration with industry a residential engagement program to recover wastes of concern and other waste types                |   | Program implemented                | September 2013                                      | 5 |   |
|  |   |   | Program developed                  | June 2014   | 4 |   |
| Residential food waste reduction program implemented   | Continue to run the Compost Revolution food waste program in partnership with Woollahra and Randwick Council's                            | Waste Management Programs<br><br>DM ES<br>DM RR&PPC<br>DM B&S | Number of compost bins distributed | 200 each year                                       | 2 |   |
| A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement | Run an anti-litter education/enforcement program at Waverley beaches  | Waste Management Programs                                     | Anti-litter program complete       | Summer 2013   | 4 |   |
|  | Investigate options for improved waste management within Bondi Park   | DM ES<br>DM BJ<br>DM BB<br>DM C                               | Review complete                    | June 2014   | 4 |   |

## Sustainable Environment

|  |   |  |  |                             |                   |  |
|--|---|--|--|-----------------------------|-------------------|--|
|  | Waste and litter reduction management plan for Bondi Place Management Area reviewed, implemented and monitored  |  | Reduction in amount of waste produced  |                             | 4                 |  |
| Local events and initiatives that encourage recycling of other waste types eg, Clothes Swaps, Second Hand Market Days, Freecycle | <p>Coordinate community workshops that encourage recycling and reuse of otherwise discarded items</p> <p>Coordinate and promote collection services that encourage recycling of other waste types</p> | <p>Environmental Education Programs</p> <p>DM ES</p> | <p>Number of targeted waste workshops</p> <p>Number of drop off electronic waste collections</p> | <p>10</p> <p>2 per year</p> | <p>4</p> <p>4</p> |  |

## Sustainable Environment

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer                | Measure                                     | Target       | Progress | Comment<br>(If rating 3<br>or 5) |
|--|--|---|---|--------------|----------|----------------------------------|
| Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities   | Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance | Waste Management Planning<br><br>DM ES<br>DM RR&PPC | Grant application complete                  | One per year | 2        |                                  |
| Local collection options for the responsible disposal or recycling of non-putrescible wastes eg, batteries, paints, oil heaters investigated | Update Council's website to provide up to date information of collection program for other waste types                         | Waste Management Programs<br><br>DM ES              | Website maintained with current information | 100%         | 4        |                                  |

## Sustainable Environment

### Strategy: E3b Reduce illegal dumping and littering

| Deliverable   | Actions  | Sub service/<br>Reporting Officer               | Measure                                      | Target       | Progress | Comment (If<br>rating 3 or 5) |
|---|--|---|--|--------------|----------|-------------------------------|
| Infrastructure, education and enforcement programs to reduce littering and illegal dumping are implemented            | Continue to implement the Waverley Littering and Illegal Dumping Action Plan   | Waste Management Planning<br>DM RR&PPC          | Percentage of identified actions implemented | 100%         | 2        |                               |
|   | Develop and deliver a community engagement program to reduce littering and illegal dumping                                     | DM ES   | Engagement program commenced                 | October 2014 | 1        |                               |
| Partner with the NSW Government and regional Council's to deliver an integrated littering and illegal dumping program | Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance | Waste Management Planning<br>DM ES<br>DM RR&PPC | Grant application complete                   | One per year | 2        |                               |

## Sustainable Environment

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

| Deliverable  | Actions  | Sub service/<br>Reporting Officer | Measure                      | Target        | Progress | Comment (If rating 3 or 5) |
|--|--|-----------------------------------|------------------------------|---------------|----------|----------------------------|
| Continue to investigate and implement emerging waste technologies that will reduce waste to landfill and improve recycling | Review NSW Government Waste to Energy Policy Statement               | Waste Management Planning         | Report to ET on implications | December 2013 | 4        |                            |
|  | Undertake a review of regional approaches to organic waste treatment | DM ES                             | Review complete              | November 2013 | 1        |                            |

## Sustainable Environment

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer              | Measure   | Target        | Progress | Comment<br>(If rating 3<br>or 5) |
|--|---|---|---|---------------|----------|----------------------------------|
| Work with Strata to promote water efficiency/ reuse in multi-unit dwellings  | Advocate for individual meters to be installed as part of new strata buildings                          | Water Management Programs<br><br>DM ES            | Submission prepared   | December 2013 | 4        |                                  |
| Reduction in potable water use in new Council assets   | Ensure collaboration with Environmental Services in new asset building design                           | Water Management Programs<br><br>DM ES<br>DM RCCP | Environmental Services representation on Project Control Groups | 100%          | 4        |                                  |
| Water efficiency and recycling technology at Council's highest water consuming sites investigated and implemented                                | Undertake a water efficiency building retrofit of assets not already retrofitted                        | Water Management Programs                         | Retrofit commenced  | August 2013   | 1        |                                  |
|  | Implement the Waverley Water Efficiency Plan 2011   | DM ES<br>DM BSP<br>DM POSO                        | Percentage of identified actions complete                       | 100%          | 4        |                                  |
|  | Implement leak detection systems on all Council sites   |   | Leak detection systems installed                                | February 2014 | 4        |                                  |
| Irrigation efficiency at Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water | Isolate mains top up and manage irrigation of Waverley Oval, sports fields and park with recycled water | Water Management Programs<br><br>DM ES<br>DM POSO | System upgraded   | December 2013 | 1        |                                  |

## Sustainable Environment

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer   | Measure   | Target                         | Progress   | Comment<br>(If rating 3<br>or 5) |
|--|--|--|---|--------------------------------|------------|----------------------------------|
| Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses                          | Continue to run targeted water efficiency workshops for residents  | Water Management Programs<br><br>DM ES | Workshops held  | Four per year                  | 4          |                                  |
| Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates/ discounts rolled out | Provide up to date information to residents on improving water efficiency<br><br>Promote other rebates and water savings programs offered by other government agencies                   | Water Management Programs<br><br>DM ES | Information available on Council's website and in promotional materials | 100%                           | 4          |                                  |
| Continue to work with businesses to reduce potable water consumption   | Develop and deliver an engagement program to reduce water use by medium to high users<br><br>Run the Eastern Suburbs Sustainable Business Program within Woollahra and Randwick councils | Water Management Programs<br><br>DM ES | Program delivered<br><br>Twenty major water users audited               | June 2014<br><br>December 2013 | 4<br><br>1 |                                  |

## Sustainable Environment

### Strategy: E4c Investigate and implement recycled water technologies

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer                       | Measure                         | Target    | Progress | Comment<br>(If rating 3<br>or 5) |
|--|---|--|---------------------------------|-----------|----------|----------------------------------|
| Water harvesting and reuse opportunities at sites with reliable harvesting potential (ie, base flow or groundwater) and high demand for reuse water identified and projects designed and undertaken to harvest and reuse water | Investigate the feasibility of and implement recycled water systems at identified Council sites | Water Management Programs<br><br>DM ES<br>DM POSO<br>DM TS | Feasibility assessment complete | June 2014 | 4        |                                  |

## Sustainable Environment

### Strategy: E5a Minimise pollutants in stormwater discharged into waterways

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer              | Measure  | Target       | Progress | Comment<br>(If rating<br>3 or 5) |
|--|---|---|--|--------------|----------|----------------------------------|
| Pollution prevention devices installed and maintained throughout the LGA                                       | Gross pollutant traps monitored and maintained across the LGA   | Pollution Control Programs<br><br>DM ES<br>DM M&C | Reduction in amount of pollutants removed from gross pollution control devices each year compared to 2008-09 base year | 5%           | 4        |                                  |
| Stormwater Harvesting Infrastructure maintained  | Maintain existing stormwater and groundwater infrastructure<br><br>Monitor re-use water quality and improve quality of stormwater discharge | Water Management Programs<br><br>DM ES<br>DM M&C  | Maintenance reports and water quality data monitored bi monthly  | 100%         | 4        |                                  |
| Water quality at key coastal sites is regularly monitored  | Undertake water monitoring program  | Water Management Programs<br><br>DM ES            | Dry weather monitoring program implemented   | 100%         | 4        |                                  |
| Targeted community environmental education and awareness program on stormwater pollution prevention undertaken | Run community education program on stormwater pollution in Waverley LGA   | Environmental Education Programs<br><br>DM ES     | Program conducted  | January 2014 | 4        |                                  |

## Sustainable Environment

|  |   |  |   |                       |   |  |
|--|---|--|---|-----------------------|---|--|
| Inspections of LGA to ensure compliance with the <i>Protection of the Environment Operations Act 1997</i> undertaken | Regular inspection of LGA undertaken to ensure compliance with <i>Protection of the Environment Operations Act 1997</i><br><br>Follow up on reported pollution incidents<br><br>Inspection of building sites to ensure compliance with <i>Protection of the Environment Operations Act 1997</i> | Pollution Control Programs<br><br>DM C | Change in number of POEO Act inspections undertaken compared to base year 2009-10 | = or > than base year | 2 |  |
|--|---|--|---|-----------------------|---|--|

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

| Deliverable  | Actions  | Sub service/<br>Reporting Officer      | Measure  | Target         | Progress | Comment (If rating 3 or 5) |
|--|--|--|--|----------------|----------|----------------------------|
| Partnerships with external organisations to promote water quality improvement programs | Participation in OEH <i>Beachwatch</i> program<br><br>Promote Sydney Water <i>Sewer Fix</i> monitoring program<br><br>Complete monitoring of ocean pool quality in partnership with NSW Health | Water Management Programs<br><br>DM ES | Number of program in which Council participates annually | At least three | 4        |                            |
| Integrated water quality management program implemented in Waverley                    | Develop and implement a integrated water quality improvement strategy to identify appropriate mitigation strategies  | Water Management Programs<br><br>DM ES | Strategy complete  | June 2014      | 4        |                            |

## Sustainable Environment

### Strategy: E6a Ensure no further loss of remnant vegetation

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer                  | Measure                                    | Target   | Progress                   | Comment<br>(If rating<br>3 or 5)                                     |
|---|--|---|--|--|----------------------------|--|
| A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented | Plant trees over the winter months   | Tree Planting Services;<br>Tree Maintenance Services; | Number of tree planted per year by Council | 200 trees planted by June 2014   | 2                          |  |
|   | Implement a watering and maintenance program over the summer months  |   | Tree Management Planning                   | Percentage of trees planted that survive by Council                        | 80%                        |  |
|   | Update and maintain street tree data base  | DM POSO<br>DM RCPP                                    |  | Maximum time to update street tree data base after removal or new planting | Three months               |  |
|   | Improve public access to tree planning information on Council's website                                    |   |  | TTM commenced  | June 2014<br>December 2013 |  |
| Significant tree register maintained and updated                                    | Process to provide access to Significant Tree Register developed including consultation with the community | Tree Management Planning                              | Significant Tree Register finalised        | Register to be completed by July 2013                                      | 5                          | Work on register behind due to Tree mangement policy having priority |
|   | Report on proposed process completed and adopted   | DM RCPP   |  | June 2014  | 1                          |  |

## Sustainable Environment

|   |  |  |  |   |        |  |
|---|--|--|--|---|--------|--|
| Local native seed propagation program for local plantings implemented                   | Collect seed from local bushland remnants.<br>Program propagation to provide plants for projects                       | Biodiversity Management Programs<br>DM RCCP          | Seed collection undertaken<br>Collected seed is propagated | Annually<br>5% of seed stock is propagated annually | 2<br>2 |  |
| Outcomes from Waverley flora and fauna study integrated into Council plans and policies | Integrate remnant condition surveys from Waverley flora and fauna study into Council's Strategic Asset Management Plan | Biodiversity management Programs<br>DM ES<br>DM STEP | SAMP updated   | December 2013                                       | 4      |  |

## Sustainable Environment

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer            | Measure  | Target     | Progress | Comment<br>(If rating 3<br>or 5) |
|---|---|---|--|------------|----------|----------------------------------|
| Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat  | Develop a Biodiversity Action Plan  | Biodiversity Management Programs<br><br>DM ES   | Plan developed                                       | April 2014 | 4        |                                  |
| Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented | Undertake bush regeneration works to improve the quality of our existing remnants | Biodiversity Management Programs<br><br>DM RCPP | Works completed                                      | June 2014  | 2        |                                  |
| Waverley Street Tree Planting program implemented   | Plant trees in priority areas   | Tree Planting Services<br>DM POSO               | Number of priority areas planted per year by Council | Two        | 2        |                                  |

## Sustainable Environment

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

| Deliverable   | Actions  | Sub service/<br>Reporting Officer             | Measure           | Target     | Progress | Comment (If<br>rating 3 or 5) |
|---|--|---|-------------------|------------|----------|-------------------------------|
| Encourage native plantings on public / private property in identified habitat corridors | Develop community engagement program to increase plantings of native species and decrease weed species on private property prioritising sites in areas of remnant vegetation and habitat corridors | Biodiversity Management Programs<br><br>DM ES | Program delivered | April 2014 | 4        |                               |

## Sustainable Environment

### Strategy: E7a Protect local marine biodiversity through education and enforcement

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer      | Measure   | Target     | Progress | Comment<br>(If rating<br>3 or 5) |
|---|---|---|---|------------|----------|----------------------------------|
| Work with Department of Environment and Climate Change and Water (DECCW) to protect local marine biodiversity | Work with Sydney Coastal Councils Group to better regulate and improve management of marine environment   | Biodiversity Management Programs<br>DM ES | Meetings attended   | 6 per year | 4        |                                  |
| Enforcement of marine regulations including fishing bait collection rules throughout the LGA                  | Regular patrols carried out along LGA sea shore to ensure compliance with marine regulations<br><br>Infringement notices issue for breaches of marine regulations | Biodiversity Management Programs<br>DM C  | Percentage of complaints investigated within agreed timetable | 100%       | 2        |                                  |
| Partnering with the Marine Discovery Centre to educate the community about our local marine environment       | Work with Marine Discovery Centre to improve awareness of human impacts on the marine environment   | Biodiversity Management Programs<br>DM ES | Program implemented   | May 2014   | 4        |                                  |

## Sustainable Environment

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

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

## Sustainable Environment

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

| Deliverable   | Actions  | Sub service/<br>Reporting<br>Officer          | Measure                           | Target        | Progress | Comment<br>(If rating<br>3 or 5) |
|---|--|---|-----------------------------------|---------------|----------|----------------------------------|
| A environmental workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours         | Run community Greenwave workshop program to improve community behaviours | Environmental Education Programs<br><br>DM ES | Number of residents participating | 400           | 4        |                                  |
| A lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues | Run community Green Brains program to improve community behaviours       | Environmental Education Programs<br><br>DM ES | Annual Green Brains program held  | October 2013  | 1        |                                  |
| A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment                       | Coordinate Council's Summer Activities Program                           | Environmental Education Programs<br><br>DM ES | 2011-12 program completed         | February 2014 | 4        |                                  |



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.

## Directions

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

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

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

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

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- 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.

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

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

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

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

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer | Measure  | Target   | Progress              | Comment (If<br>rating 3 or 5)  |
|---|---|--------------------------------------|--|--|-----------------------|--|
| Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided | Assess need for new policies and develop as need identified | Governance<br><br>DM G&IP            | All identified governance policies reviewed at least every three years | Policies for review 2013-14  | 1                     | Awaiting outcome of LG Acts Review as a Model Code is being proposed |
|   | Develop a policy review program for all governance policies |                                      |  | <ul style="list-style-type: none"> <li>• Councillor's Expenses and Facilities - November 2013</li> <li>• Code of Meeting Practice – August 2013</li> <li>• Internal Reporting Policy &amp; Investigation Process Policy – July 2013</li> <li>• Petitions Policy – July 2013</li> <li>• Records Management Policy – August 2013</li> <li>• Statement of Business Ethics – April 2014</li> </ul> | 5<br>2<br>2<br>2<br>2 |  |
| Undertake policy reviews  |   |                                      |  |  |                       |  |
| Regularly review policies available on Council's website to ensure currency   |   |                                      |  |  |                       |  |
|   |   |                                      |  |  |                       |  |
|   |   |                                      |  |  |                       |  |
|   |   |                                      | All significant Council policies available on Council's website        | 100%   | 2                     |  |

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer           | Measure   | Target  | Progress         | Comment<br>(If rating 3<br>or 5)  |
|---|---|--|---|---|------------------|---|
| A suite of integrated corporate plans that meet legislative requirements developed and maintained | Ensure alignment of annual Operational Plan, business plans, budgets and other new plans with Directions and Strategies from the Community Strategic Plan | Long Term Integrated Planning and Consultation |   |   |                  |   |
|   | Review Community Strategic Plan, Resourcing Strategy as required  | Director C&TS DMG&IP                           | Community strategic plan revised every four years   | June 2017   | 4                | All Integrated Plans (including Resourcing Strategy documents) are programmed in for their respective reviews |
|   |   |  | Strategic asset management plan, environmental action plan, workforce plan and long term financial plan revised regularly | LTFP annually<br>SAMP June 2017<br>EAP June 2017<br>WFP June 2017 | 4<br>4<br>4<br>4 |   |
|   | Develop a Delivery Program for each new Council   |  | Delivery Program and Operational Plan adopted by Council  | Operational Plan – annually                                       | 2                |   |
| Develop an annual Operational Plan for adoption by Council annually                               |   |  | Delivery Program – June 2017  | 2   |                  |   |

## Sustainable Governance

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

| Deliverable  | Actions  | Sub service/<br>Reporting<br>Officer  | Measure   | Target  | Progress | Comment<br>(If rating 3<br>or 5) |
|--|--|---|---|---|----------|----------------------------------|
| Regular reporting to Council on progress with implementation of integrated corporate plans | Prepare reports on progress with Delivery Program deliverables | Long Term Integrated Planning and Consultation<br><br>Director C&TS<br>DMG&IP | Six monthly reports provided to Council on progress with Delivery Program | 100%  | 2        |                                  |
|  | Report to Council on progress every six months                 |   |   |   |          |                                  |
|  | Report to outgoing Council on quadruple bottom line outcomes   |   | Report to outgoing Council  | Council report - June 2016<br>High standard document for community – September 2016 | 4        |                                  |

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

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b> | <b>Progress</b> | <b>Comment<br/>(If rating 3<br/>or 5)</b> |
|--|--|---|---|---------------|-----------------|---|
| Regular ethics and Code of Conduct training provided for Councillors and staff | Provide ethics and Code of Conduct training to Councillors | Governance<br>DM G&IP<br>DM HR/OD             | Number of ethics and Code of Conduct training events provided annually to Councillors                 | Two           | 2               |   |
|  | Provide ethics and EEO training to all new employees       |   | Percentage of new employees who undertake ethics and EEO training within three months of commencement | 90%           | 2               |   |
|  | Provide EEO refresher training to all existing employees   |   | Percentage of staff who complete refresher training every three years                                 | 90%           | 2               |   |
| Internal audit function supported and operating effectively and efficiently    | Implement internal audit program                           | Governance<br>GMU<br>DM G&IP                  | Internal audit program adopted and implemented  | Annually      | 2               |   |
|  | Provide support to Audit Committee                         |   | Support provided  | 100%          | 2               |   |
|  | Review internal audit program                              |   | Program reviewed and adopted  | Annually      | 2               |   |
|  | Audit Committee Report to Council                          |   | Report adopted by Council   | Bi-annually   | 2               |   |
|  | Audit Committee meetings are conducted regularly           |   | Meetings held to adopted schedule   | Five per year | 2               |   |

## Sustainable Governance

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

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

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

| <b>Deliverable</b>  | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b>                       | <b>Measure</b>   | <b>Target</b>  | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|---|--|---|--|--|-----------------|---------------------------------------|
| A Community Engagement Strategy that meets legislative requirements | Develop Community Engagement Strategy for Community Strategic Plan review              | Long Term Integrated Planning and Consultation<br><br>Director C&TS | Community Engagement Strategy (IP&R) reviewed and adopted by Council prior to consultation on Community Strategic Plan | Community Engagement Strategy (IP&R) reviewed – October 2016 | 4               |                                       |
| A Community Strategic Plan that is inclusive                        | Implement adopted Community Engagement Strategy for development of Waverley Together 4 | Long Term Integrated Planning and Consultation<br><br>Director C&TS | Results of 2016 Community Survey to inform development of Waverley Together 4  | June 2016  | 4               |                                       |
|   |  |   | Completion of adopted Community Engagement Strategy  | June 2016  | 2               |                                       |

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

| <b>Deliverable</b>   | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b>                | <b>Measure</b>   | <b>Target</b>     | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--|---|--|--|-------------------|-----------------|---------------------------------------|
| Advisory committees, precinct committees and community forums supported and maintained | Manage the operations of the Precinct system and support the application of the new policy and operational guidelines   | Precinct Committee Facilitation Services                     | Number and type of community committees and forums held annually | Up to 60 meetings | 2               |                                       |
|  | Provide training for Precinct executive members   | DM RCPP  | Number of training events  | Two               | 4               |                                       |
|  | Provide support to other peak committees and forums including Sustainability Committee; Independent Hearing & Assessment Panel; Access Committee; Multicultural Advisory Committee; Community Safety Advisory Committee; Public Arts Committee; Housing Advisory Committee; Eastern Region Local Government Aboriginal and Torres Strait Islander Forum | Advisory Committees and Forums<br>DM RCPP<br>DM EBD<br>DM ES |  |                   |                 | 2                                     |

## Sustainable Governance

|   |  |                                |  |      |   |  |
|---|--|--------------------------------|--|------|---|--|
| A website that supports community comment and engagement and includes a 'Have a Say' portal | Place draft policy and plans on website for community comment during exhibition period | ALL                            | Percentage of draft policy and plans placed on website | 100% | 2 |  |
|   | Promote consultation events through 'Have a Say' portal                                | MGMU                           | Percentage of consultation events posted on website    | 100% | 2 |  |
|   | Place Precinct agenda and minutes on website   | Advisory committees and Forums | Percentage of minutes and agendas on website           | 100% | 2 |  |
|   |  | DM RCPP                        |  |      |   |  |

## Sustainable Governance

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

| Deliverable   | Actions   | Sub service/<br>Reporting<br>Officer | Measure   | Target                                 | Progress | Comment (If<br>rating 3 or<br>5) |
|---|---|--------------------------------------|---|--|----------|----------------------------------|
| A regular professionally produced and interesting community newsletter                  | Theme identified and material collected for quarterly community newsletter<br><br>Newsletter produced and distributed | MGMU<br><br>MGMU                     | Percentage increase in number of respondents that report receiving and reading Council's community newsletter | Benchmarking exercise to be undertaken | 2        |                                  |
| Council's Communications Plan & Community Engagement Strategy developed and implemented | Development and implementation of the Communications Plan and Community Engagement Strategy                           | MGMU                                 | Communitations Plan and Communtiy Engagement Strategy developed   | June 2014                              | 2        |                                  |

## Sustainable Governance

|  |   |  |  |                         |                   |  |
|--|---|--|--|-------------------------|-------------------|--|
| <p>Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service (TIS)</p>                       | <p>Provide a language aide service</p> <p>Support access to the Telephone Interpreter Service</p> | <p>Multicultural Services</p> <p>DM RCPP</p> | <p>Number of languages aides supported</p> <p>Number of promotions and feedback sessions with targeted staff</p> | <p>Seven</p> <p>Two</p> | <p>2</p> <p>4</p> |  |
| <p>Social media and other communications channels improved to maximise the effectiveness of two-way communications between Council and the community, and to enhance service satisfaction.</p> | <p>Development and monitoring of social media sites by Council</p>                                | <p>MGMU</p>                                  | <p>Usage levels of Council social media sites in web reports</p>   | <p>Quarterley</p>       | <p>1</p>          |  |

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

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b> | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--|--|---|---|---------------|-----------------|---------------------------------------|
| Customer service training provided to staff  | Provide customer service training to all new staff   | Human Resources<br><br>DM HR/OD               | Percentage of new staff trained in customer service within three months of joining Council                                  | 90%           | 2               |                                       |
|  | Provide customer service refresher training to all existing staff  |   | Percentage of existing staff that complete refresher training every three years   | 90%           | 2               |                                       |
| Training in systems and processes that support customer service provided to identified staff | Undertake a skills assessment of identified staff  | Human Resources                               | Percentage of identified staff trained in customer service systems and processes compared to number that need to be trained | 100%          | 4               |                                       |
|  | Develop training programs on customer service systems and processes  | DM HR/OD                                      |   |               |                 |                                       |
|  | Deliver training programs on customer service systems and processes  | DM LCS  | System implemented as per agreed timeline   | June 2014     | 4               |                                       |
|  | Investigate & implement customer centric customer request management system that will allow monitoring of Council service standards and promote improved customer Responsiveness |   |   |               |                 |                                       |

## Sustainable Governance

|   |   |          |  |      |   |  |
|---|---|----------|--|------|---|--|
| Business process and information systems enhanced in accordance with the Business and Information Systems Steering Committee plan | Business and Information Systems Plan developed | Dir C&TS | Percentage of activities in the Business and Information Systems Plan implemented annually | 100% | 2 |  |
|---|---|----------|--|------|---|--|

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

| <b>Deliverable</b>  | <b>Actions</b>   | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>  | <b>Target</b>                                | <b>Progress</b> | <b>Comment (If rating 3 or 5)</b>                                  |
|---|--|---|---|--|-----------------|--|
| Regular customer surveys conducted  | Monitor & report on customer satisfaction with customer service standards  | Customer and Call Centre                  | Customer satisfaction score in survey program                     | At least 80%                                 | 4               |  |
| Performance against standards for customer requests and complaints recorded in Council's Customer Request Management System (CRMS) monitored and reported | Monitor customer requests and complaints recorded in Council's customer request management system and completed within and outside service standards | Customer and Call Centre                  | Percentage of customer requests completed within service standard | At least 80%                                 | 4               | 1st Q report delayed due to data extraction issues - now resolved. |
|   | Report regularly on the management of complaints and identify associated service improvements  | DM LCS                                    | Percentage of complaints resolved within service standards        | At least 80%                                 | 4               |  |
|   | Report on customer service performance against established benchmarks  |   | Report to Executive & Council                                     | Quarterly (Executive)<br>Quarterly (Council) | 5               |  |

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

| <b>Deliverable</b>   | <b>Actions</b>  | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>   | <b>Target</b> | <b>Progress</b> | <b>Comment (If rating 3 or 5)</b> |
|--|---|---|--|---------------|-----------------|-----------------------------------|
| Undertake the Workforce Plan program of business and improvement reviews                   | Divisions undertake reviews identified in annual program<br><br>Report half yearly on progress with program | SMT<br><br>OD/L&D<br>DM HR/OD             | Number of reviews completed annually compared to adopted program | 80%           | 2               |                                   |
| Implement workforce benchmarking program to compare like Councils                          | Establish benchmarking requirements and scope<br><br>Pilot benchmarking process for sample Division         | Human Resources<br><br>DM HR/OD           | Annual benchmarking program developed and commenced              | 100%          | 2               |                                   |
|  |   |   | Pilot benchmarking process for sample Division completed         | June 2014     | 2               |                                   |
| Percentage of activities in the Business and Information Systems plan implemented annually | Expansion of on-line services on Council's website  | MGMU                                      | Measurement of on-line services through regular web reports      | Quarterly     | 2               |                                   |

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

| <b>Deliverable</b>                                      | <b>Actions</b>  | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>                | <b>Target</b>   | <b>Progress</b> | <b>Comment (If rating 3 or 5)</b> |
|---|---|---|-------------------------------|---|-----------------|-----------------------------------|
| A program of continuous improvement in customer service | Implement scheduled customer service strategy actions | Customer and Call Centre<br><br>DM LCS    | Number of actions implemented | As per agreed timeframes of customer service strategy (At least 2 per year) | 4               |                                   |

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

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

## Sustainable Governance

|  |  |                           |  |     |   |  |
|--|--|---------------------------|--|-----|---|--|
| Computer and communications network availability ensured | Provide a computer network that supports the work of Council       | IT and Telecommunications | Computer network availability (excluding planned downtime) | 95% | 4 |  |
|  | Maintain Council's computer network                                |                           |  |     |   |  |
|  | Provide a communications network that supports the work of Council | DM FISS                   | Phone system availability (excluding planned downtime)     | 95% | 4 |  |
|  | Maintain Council's communications network                          |                           |  |     |   |  |

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

| <b>Deliverable</b>  | <b>Actions</b>  | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>   | <b>Target</b> | <b>Progress</b> | <b>Comment<br/>(If rating 3<br/>or 5)</b> |
|---|---|---|--|---------------|-----------------|---|
| An efficient and effective payroll service                                      | Produce weekly payroll and pay staff                            | Human Resources                           | Staff paid on time   | 100%          | 2               |   |
|   | Process information including timesheets and leave forms        | DM HR/OD                                  | Staff paid accurately                                      | 98%           | 2               |   |
| Efficient and effective corporate procurement services                          | Coordinate tendering across Council                             | Purchasing                                | Number of audits of purchasing conducted annually          | At least 12   | 4               |   |
|   | Provide advice on purchasing                                    | DM FISS                                   |  |               |                 |   |
|   | Undertake audits of compliance with Council's purchasing policy |   |  |               |                 |   |
| Store operations that are efficient, effective and delivered in a timely manner | Identify items required regularly by Council                    | Depot and Stores                          | Number of stocktakes of items in store undertaken annually | Two           | 2               |   |
|   | Order items required regularly by Council                       | DM B&S                                    |  |               |                 |   |
|   | Undertake stocktakes of items in store                          | DMFISS                                    |  |               |                 |   |
| More services are provided on line  | Identify areas where Council services can be provided on line   | IT and Telecommunications                 |  |               | 2               |   |

## Sustainable Governance

|  |  |        |  |                                  |   |  |
|--|--|--------|--|----------------------------------|---|--|
|  | Establish fully automated process to provide 149 certificates issued on line | DM STP | Percentage 149 certificates issued on line compared to total issued in base year 2011-2012 | Percentage Increase on base year | 4 |  |
|  | Expansion of E-Certificate System  |        | Research expansion of E-Certificates to include rating and outstanding Notices and Orders  | June 2014                        | 2 |  |
|  | Provide online planning policies   |        | Finalise and Implement the Electronic Housing Code Project                                 | June 2014                        | 2 |  |

## Sustainable Governance

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer | Measure   | Target    | Progress | Comment (if rating 3 or 5) |
|--|---|-----------------------------------|---|-----------|----------|----------------------------|
| Participation in partnerships and projects through SSROC                         | Participation in SSROC projects   | DM LCS<br>MGMU                    | Number of SSROC projects in which Council participates annually | Four      | 4        |                            |
| Participation in partnerships and projects with other councils and organisations | Participation in Inter Library Loans Cooperative and Eastern Suburbs HSC Cooperative  | DM LCS<br>GMU                     | Number of library partnerships                                  | Two       | 4        |                            |
| Participation in partnerships and projects with other councils and organisations | Develop Human Resources & Organisational Development shared services project plan in partnership with Councils in the Eastern suburbs | OD&L&D<br>DM HR/OD                | Project plan agreed and implemented on completion               | June 2014 | 2        |                            |

## Sustainable Governance

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer | Measure   | Target              | Progress | Comment (If<br>rating 3 or 5) |
|--|---|-----------------------------------|---|---------------------|----------|-------------------------------|
| Development of Strategic Service Management Planning | Trial the development of case study Strategic Service Management Plans on a progressive basis | Dir C&TS                          | Number of Strategic Service Management Plans developed per year | At least 1 per year | 4        |                               |

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

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

**Strategy: G5b Undertake long term financial and economic planning**

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b>                            | <b>Progress</b> | <b>Comment (If<br/>rating 3 or<br/>5)</b> |
|--|--|---|---|--|-----------------|---|
| Four-year forecast prepared annually                       | Develop four-year forecast<br><br>Report to Council annually on forecast   | Financial Management<br><br>DM FISS           | Four-year forecast completed and reported to Council each year  | April annually                           | 4               |   |
| Ten year financial plan (LTFP) reviewed annually           | Review LTFP each year based on four year forecast<br><br>Report to Council annually on results of review   | Financial Management<br><br>DM FISS           | 10 year financial plan review completed and reported to Council each year                                   | April annually                           | 4               |   |
| Council's expenditure is funded sustainably                | Ensure expenditure requirements have identified funding sources  | Financial Management<br><br>DM FISS           | Surplus or balanced budget achieved annually  | 100%                                     | 2               |   |
| Council's expenditure satisfies the needs of the community | Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community strategic plan<br><br>Provide advice to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program | DMFISS<br><br>Director C&TS                   | Quarterly budget review reports to Council<br><br>Service Efficiency & Reporting Committee of Council meets | Quarterly<br><br>At least 3 times a year | 2<br><br>2      |   |

**Strategy: G5b Undertake long term financial and economic planning**

| <b>Deliverable</b>  | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b> | <b>Progress</b> | <b>Comment (If<br/>rating 3 or<br/>5)</b> |
|---|--|---|---|---------------|-----------------|---|
| A revised Investment Strategy that is being implemented   | Review Investment Strategy progress to date                    | Dir C&TS                                      | Quarterly progress reporting on Investment Strategy projects          | 100%          | 2               |   |
| A revised Investment Strategy building on progress of earlier strategies and financial modelling and multicriteria analysis | Development of Investment Strategy 3 documentation             | Dir C&TS                                      | Development and revision of Investment Strategy Stage 3 documentation | June 2014     | 2               |   |
| Development of Waverley Economic Development Plan / Strategy  | DM STP to undertake Economic Planning Learning and Development | DM STP  | Successful completion of training                                     | November 2013 | 2               |   |
|   | Economic Development Officer Appointed                         |   | Officer Appointed (Subject to funding)                                | April 2014    | 4               |   |
|   | Develop Retail Heirachy Study                                  |   | Quarterly progress reporting subject to availability of funding       | June 2014     | 4               |   |

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

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b>                     | <b>Measure</b>  | <b>Target</b>  | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--|--|---|---|--|-----------------|---------------------------------------|
| Budgeted financial performance for all commercial leases met or exceeded                             | Manage the leasing Council's commercial property portfolio | Property Management<br><br>Senior Facilities Manager              | Performance of Council's business activities against budget targets | =/>budgeted financial performance for all commercial leases        | 2               |                                       |
| Budgeted financial performance for Cemetery business operations met or exceeded                      | Manage Council's cemetery business unit                    | Waverley and South Head Cemetery Services<br><br>Cemetery Manager | Performance of Council's business activities against budget targets | =/>budgeted financial performance for cemetery business operations | 2               |                                       |
| Budgeted financial performance for Council car park business operations met or exceeded              | Manage Council's car parks                                 | Off Street Parking Services<br><br>Parking Business Manager       | Performance of Council's business activities against budget targets | =/>budgeted financial performance for Council car parks operations | 2               |                                       |
| Budgeted financial performance for commercial waste collection and recycling service met or exceeded | Manage Council's commercial waste and recycling service    | Commercial Waste Services<br><br>DM B&S                           | Performance of Council's business activities against budget targets | =/>budgeted financial performance for commercial waste operations  | 2               |                                       |

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

| <b>Deliverable</b>   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b>                              | <b>Measure</b>   | <b>Target</b>  | <b>Progress</b> | <b>Comment (if<br/>rating 3 or 5)</b> |
|--|--|--|--|----------------|-----------------|---------------------------------------|
| Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements | Updated assessment of assets incorporated into preparation of SAMP4  | Asset Management Services<br><br>DM TS                                     | Report on assets during term of Council  | April 2016     | 2               |                                       |
| Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans  | Incorporate asset management funding assessments into 4 year Delivery Program and 10 year financial plan (LTFP)<br><br>Report to Council at least annually on asset management funding | Financial Management;<br>Asset Management Services<br><br>DM FISS<br>DM TS | Asset maintenance and renewal estimates are shown in Long Term Financial Plans and reported to Council each year | April annually | 2               |                                       |

**Strategy: G6b Implement adopted Asset Management Plans**

| <b>Deliverable</b>                                   | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b>                              | <b>Measure</b>  | <b>Target</b>  | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--|--|--|---|--|-----------------|---------------------------------------|
| A program of capital works developed and implemented | Capital works program developed  | Capital Works Program Planning   | Capitol works program adopted by Council  | June 2014  | 2               |                                       |
|  | Adopted and funded capital works program implemented   | DM TS  | Percentage of adopted projects delivered within approved budget as ammended by Council in quarterly reviews | 100%   | 2               |                                       |
|  | Progress with capital works program reported to Council quarterly  |  | Percentage of adopted projects delivered on time  | 80%  | 2               |                                       |
| An annual asset maintenance program                  | Annual asset maintenance program developed<br><br>Adopted and funded asset maintenance program implemented | Asset Management Planning;<br>Asset Design Services<br><br>DM TS<br>DM BSP | Finished cost and time to complete compared to agreed program, budget and timetable                         | 80% of program cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable | 2               |                                       |

## Sustainable Governance

|  |   |  |   |   |          |  |
|--|---|--|---|---|----------|--|
|  | <p>Delivery of annual maintenance program</p> <p>Progress with annual asset maintenance program reported to Council quarterly</p> <p>Kerb and Gutter Construction Grant (Urban Local Roads)</p> <p>Kerb and Gutter Construction</p> <p>Roads Construction &amp; Upgrades</p> <p>Stormwater drainage construction &amp; upgrades</p> |  | <p>The proportion of assets in Condition Ratings 1, 2 and 3</p> | <p>Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding)</p> | <p>2</p> |  |
|--|---|--|---|---|----------|--|

**Strategy: G6b Implement adopted Asset Management Plans**

| <b>Deliverable</b>                  | <b>Actions</b>                           | <b>Sub service/<br/>Reporting<br/>Officer</b>       | <b>Measure</b>  | <b>Target</b>  | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b>                     |
|-------------------------------------|--|---|---|--|-----------------|---|
| An annual asset maintenance program | Cemetery infrastructure backlog renewals | Asset Management Planning;<br>Asset Design Services | The proportion of assets in Condition Ratings 1, 2 and 3                            | Increases until adopted targets for the condition of assets in WT3 are achieved (subject to available funding) | 5               | Cemetery works deferred – report to Council in March 2014 |
|                                     | Public toilets upgrade                   | DM TS<br>DM M&C<br>DM BSP                           | Finished cost and time to complete compared to agreed program, budget and timetable | Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable                      | 2               |   |

**Strategy: G6c Implement the adopted Asset Management Continuous Improvement Plan**

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

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer | Measure  | Target                       | Progress | Comment (If<br>rating 3 or 5) |
|--|---|--------------------------------------|--|------------------------------|----------|-------------------------------|
| Operational risk processes and strategies developed  | Development of Risk Registers to manage individual risks as per the Risk Management Framework               | Risk and Insurance Management        | Number of Registers developed per year                                     | At least 1 register per year | 4        |                               |
|  | Establishing baseline key measures for public liability and insurance claims                                | Risk and Safety Manager              | Developing baseline key measures for public liability and insurance claims | June 2014                    | 4        |                               |
|  | Review of Contractor Management processes across the Departments  |                                      | Review and gap analysis complete   | June 2014                    | 4        |                               |
| Developing and implementing a Disaster Recovery Plan | Working groups held with significant operational sites across Council                                       | Risk and Safety Manager              | Number of workshops held per annum   | At least 5                   | 4        |                               |
|  | Business Continuity Committee meets on a regular basis to review and update draft Business Continuity Plans |                                      | Number of meetings per annum   | At least 3                   | 4        |                               |

**Strategy: G7b Maintain safe workplaces**

| <b>Deliverable</b>                                 | <b>Actions</b>   | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>  | <b>Target</b> | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|--|--|---|---|---------------|-----------------|---------------------------------------|
| Number of lost time injuries and incidents reduced | Review and revise Claims and Rehabilitation Procedures and tools                                 | Risk and Insurance Management                 | Revision of the rehabilitation procedures and tools completed | December 2013 | 4               |                                       |
|  | Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions | Risk and Safety Manager                       | Percentage reduction in lost time injuries                    | 5%            | 4               |                                       |
|  |  |   | Percentage reduction in incidents                             | 5%            | 4               |                                       |
|  |  |   | Percentage of corrective actions raised that are closed       | 60%           | 4               |                                       |

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

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

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

| <b>Deliverable</b>  | <b>Actions</b>  | <b>Sub service/<br/>Reporting<br/>Officer</b> | <b>Measure</b>   | <b>Target</b>      | <b>Progress</b> | <b>Comment (If<br/>rating 3 or 5)</b> |
|---|---|---|--|--------------------|-----------------|---------------------------------------|
| Effectiveness of web site monitored                           | Maintain Council's web site                                       | IT & MGMU                                     | Percentage increase in number of visits to web site each year                    | 10%                | 2               |                                       |
|   | Monitor and report on use of web site                             | DM FISS                                       |  |                    | 4               |                                       |
| Geographic information system (GIS) across Council maintained | Maintain and update Council's geographic information (GIS) system | GIS Team                                      | Software and mapping database updates completed annually                         | 100%               | 2               |                                       |
|   | Provide a publicly accessible digital mapping system              | DM STP  | Increase in number of users accessing the mapping website from base year 2010-11 | Increases annually | 2               |                                       |

## Sustainable Governance

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

| Deliverable  | Actions   | Sub service/<br>Reporting<br>Officer  | Measure   | Target         | Progress          | Comment (If<br>rating 3 or 5) |
|--|---|---|---|----------------|-------------------|-------------------------------|
| All reports required by legislation or requested by Government departments and agencies provided | <p>Complete Operational Plan as required by legislation</p> <p>Complete and submit Annual Report by due date</p> <p>Submit annual audited financial accounts to DLG by due date</p> <p>Provide Companion Animal reporting as required</p> | <p>Governance</p> <p>MGMU</p> <p>DM G&amp;IP</p> <p>DM FISS</p> <p>DM C</p> | Percentage of reports required by legislation provided on time and in required format | 100%           | <p>2</p> <p>1</p> |                               |
| Annual reports on key council's plans and policies completed                                     | Report on access and equity policies in Council's Annual Report   | <p>DMG&amp;IP</p> <p>DM RCPP</p>  | Information for Annual Report provided  | September 2013 | 1                 |                               |

## Sustainable Governance

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

| Deliverable  | Actions   | Sub service/<br>Reporting Officer | Measure  | Target          | Progress | Comment (If rating 3 or 5)  |
|--|---|-----------------------------------|--|-----------------|----------|---|
| Council's Workforce Plan implemented   | Undertake the activities scheduled in Council's Workforce Plan  | Human Resources<br>DM HR/OD       | Percentage of activities from Workforce Plan completed annually            | 80%             | 1        |   |
| Recruitment process managed to limit the length of time to fill vacant positions | Undertake recruitment in accordance with guidelines<br><br>Monitor recruitment process to identify issues or delays that may increase time to fill vacant positions<br><br>Respond to any issues or delays identified | Human Resources<br>DM HR/OD       | Recruitment cycle time   | 6 weeks or less | 2        |   |
| Work towards achieving employer of choice status                                 | Scope requirements and undertake gap analysis to achieve employer of choice status<br><br>Prioritise key employer of choice projects in working towards the development of long-term employer of choice strategy      | DM HR/OD                          | Achievement of milestones along the path towards employer of choice status | 80%             | 3        | Completed analysis with Aon Hewit. Decision to delay proceeding until implementation of new workforce plan. |

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

| <b>Deliverable</b>  | <b>Actions</b>   | <b>Sub service/<br/>Reporting Officer</b> | <b>Measure</b>  | <b>Target</b>  | <b>Progress</b> | <b>Comment (If rating 3 or 5)</b>                        |
|---|--|---|---|--|-----------------|--|
| Learning and Development (Training) Plan programs delivered | Implementation of Learning & Development Plan  | Human Resources                           | Percentage of scheduled components of Training Plan delivered annually  | 80%  | 1               |  |
|   | Implement Learning & Development Plan  | DM HR/OD                                  | Participants satisfaction score on training evaluation  | 85%  | 1               |  |
| Program of internal customer service surveys continued      | Implement annual program<br>Develop and implement improvement plans<br>Monitor progress with improvement plans | Human Resources<br>DM HR/OD               | Score achieved on internal customer service surveys compared to previous rating and overall rating before or by the 3 <sup>rd</sup> re-take | Each survey has 5% improvement on previous rating<br><br>Overall target 75% + before or by the 3 <sup>rd</sup> re-take | 2               | Three area's surveyed -one is in track the other is not. |
| Business Excellence survey program with staff continued     | Undertake survey<br>Report results<br>Identify possible areas of improvement                                   | Human Resources<br>DM HR/OD               | Score achieved on each retake of Business Excellence survey and pulse surveys   | Each survey or area of focus has 5% improvement on previous rating<br><br>Complete pulse survey March 2014             | 4               | Three of the five departments achieved the target.       |

## Sustainable Governance

|                        |   |                    |  |             |   |  |
|------------------------|---|--------------------|--|-------------|---|--|
| Leadership Development | Senior Management Team participate in development program | OD/L&D<br>DM HR/OD | Improve rating in Business Excellence pulse survey for those areas who did not achieve the previous target | March 2014  | 4 |  |
|                        | Participation in the LGMA Mentoring Programme             |                    | Uptake in Mentees from last year   | 5% increase | 1 |  |
|                        | Participation in the LGMA Management Challenge            |                    | Waverley team established and complete the challenge   | July 2014   | 2 |  |