

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).

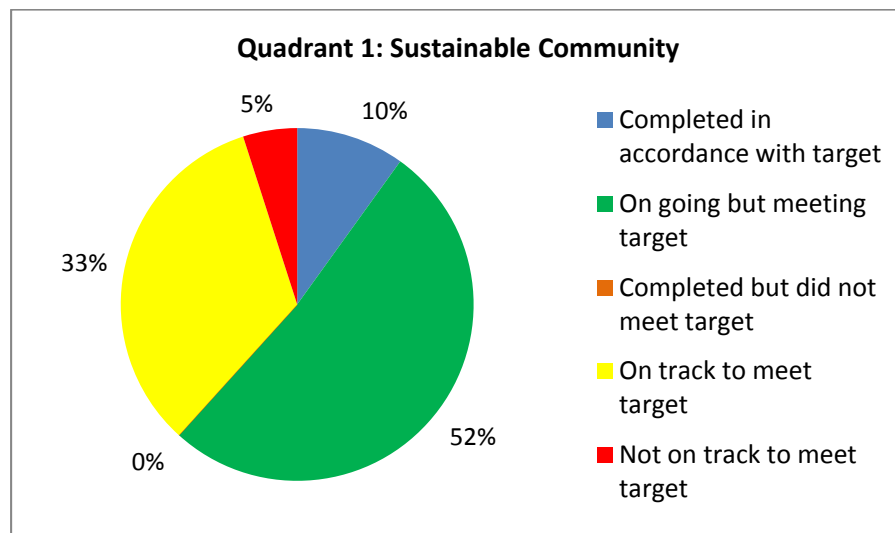
The Delivery Program is Council's commitment, during its four year term of office, on what it is going to deliver to the community to assist them to achieve the directions set out in the Community Strategic Plan.

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.

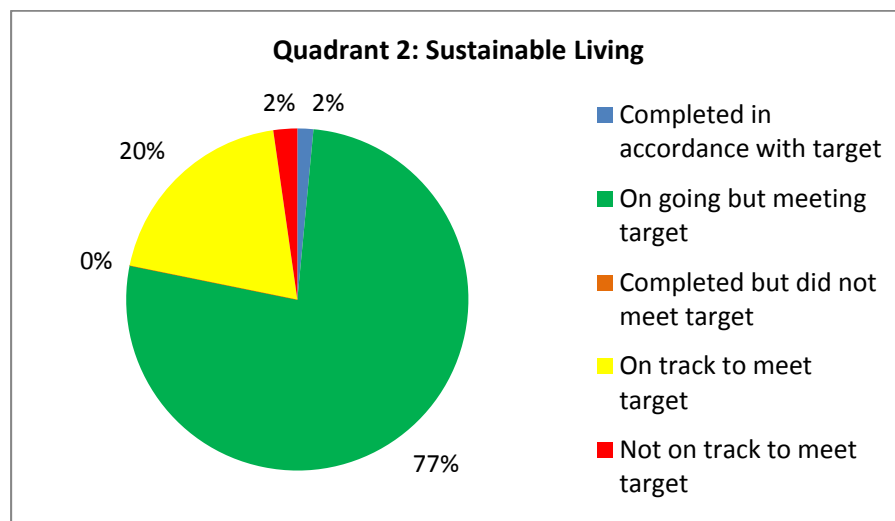
Sustainable Community



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

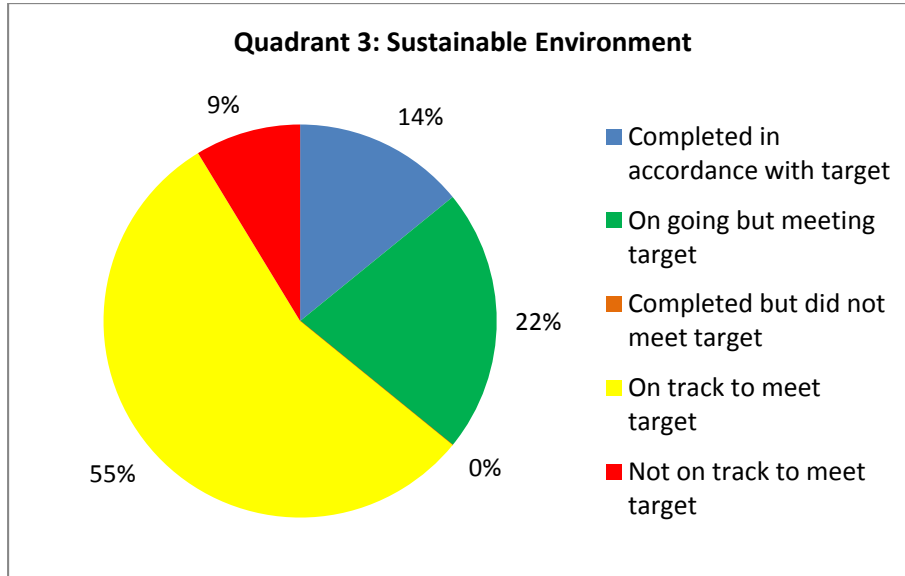


The Sustainable Living Quadrant achieved a very positive 98% of the deliverables being either completed in accordance with the target, ongoing but meeting target or on track to meet target. Some deliverables that were not on track to meet the target were due to:

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.

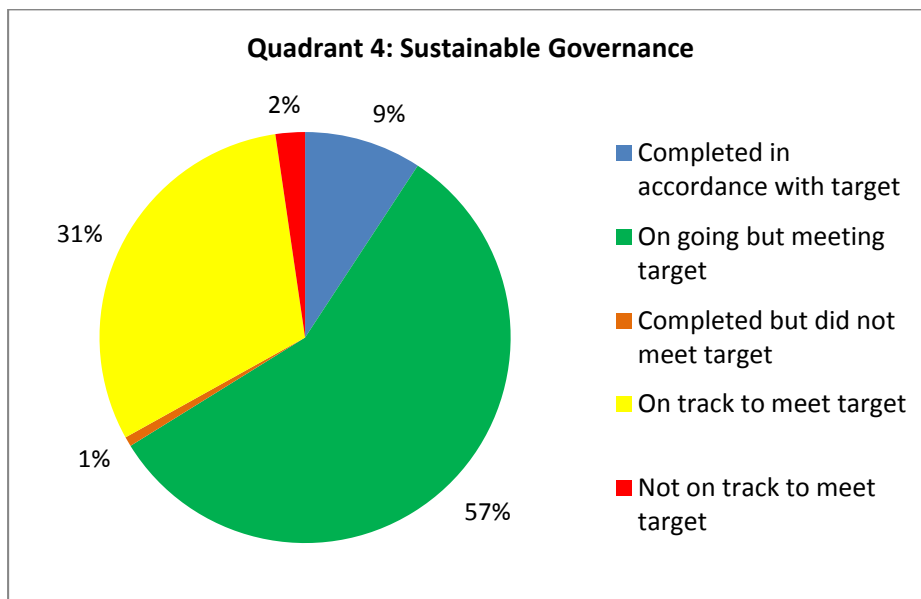
Sustainable Environment



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.

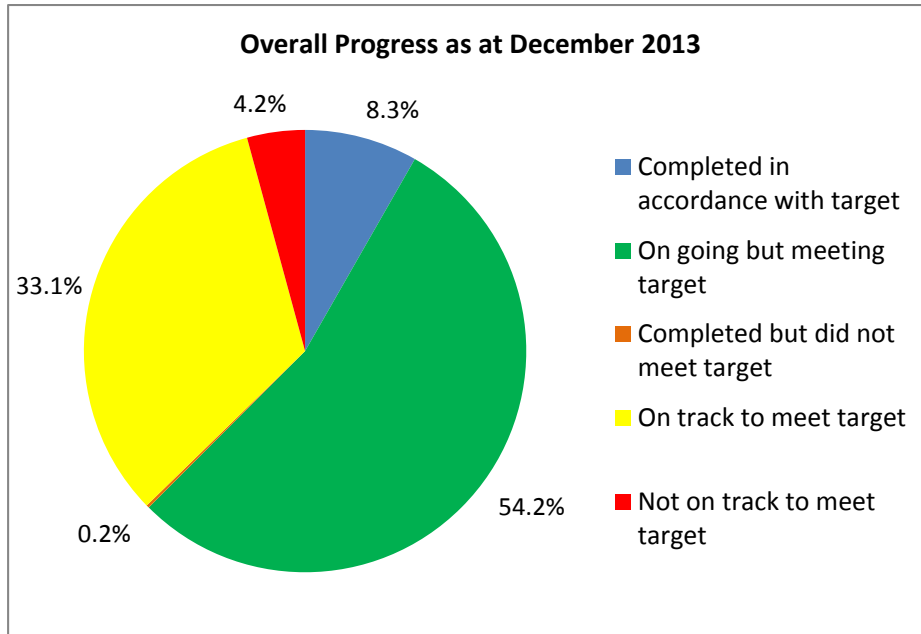
Sustainable Governance



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:

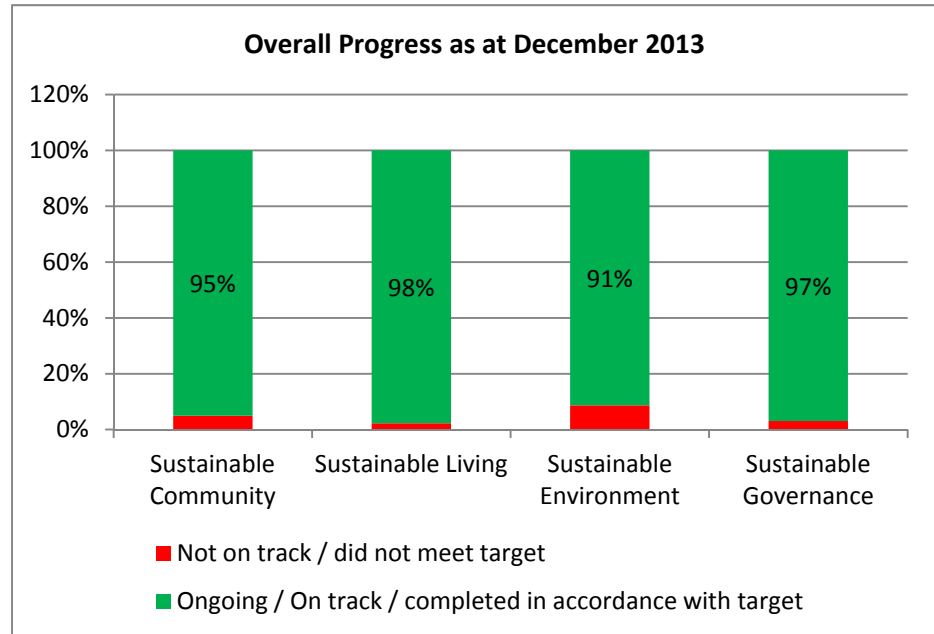
1. The review of the Code of Meeting Practice was delayed to await the results of the Local Government Acts Review as a model code is being proposed.
2. The first Quarter Customer Service Performance Report to the Executive Leadership Team and Council was delayed due to data extraction issues. This has 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.

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

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

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

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

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

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

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Planning for a diverse and tolerant community	Monitor and report on 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 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 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; Services for Indigenous People; Cultural Festivals and Events; 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 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley	Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and Indigenous groups	Community Support and Grants 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; South Head Cemetery	Number of maintenance agreements for allotments is steady or increasing	> 11,000 (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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Affordable and accessible community facilities	Provide a community garden for use by residents and community organisations who lack access to a garden	Services for older People; Services for People with a Disability; Bondi Pavilion Programs; Arts Programs DM RCPP 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/ 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	Number of participants per year	17,500	4	
		DM RCPP DM CCS				

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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; 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Accessible cemetery services for interments, memorials and associated ceremonial activities	Provide interments and associated services	Waverley Cemetery; South Head Cemetery 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, South Head Cemetery, 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programs which encourage volunteering including civic pride and bush care that enhance community cohesion	Develop a program to recruit volunteers for community organisations and to assist Council services in their volunteer recruitment drives	Community Planning; Volunteering Programs; Civic Pride Programs; Bush Care Programs	Number of services assisted	Ten	2	
	Respond to volunteering inquiries and improve volunteering referral database	DM RCPP DM CCS	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/ reporting Officer	Measure	Target	Progress	Comment (If rating 3 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 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 Plan developed and strategies commenced	Dec 2013 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 Develop suite of promotional material	DM LCS	Marketing strategy scoped Promotional material produced	June 2014 June 2014 September 2014	4 4	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Planning controls that support the provision of affordable housing through WLEP 2012 CI 4.4(b) or monetary contributions generated by Voluntary Planning Agreements towards affordable housing.	Review development applications relating to the use of CI4.4(b) in WLEP 2012, the use of VPAs or applications under the Affordable rental Housing SEPP	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Social housing for older people, people with a disability and families on low to middle incomes	Provide a range of social housing options	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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A working group to develop local and regional partnerships to address homelessness	Convene meetings of the Waverley Homeless Coalition to develop strategies to address homelessness	Community Planning DM RCPP	Number of partnerships that support needs of homeless people	At least three	2	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
High quality affordable long day care and family day care for children aged birth to five years and holiday and recreational programs for preschool children	Provide long day care for children aged birth to five years	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support to families and their children aged from birth to five years including parenting programs and counselling	Provide specific support to families and their children aged from birth to five years	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 DM RCPP 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/ Reporting Officer	Measure	Target	Progress	Comment (If 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 DM CCS 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/ 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 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 >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/ 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 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide subsidised accommodation for identified groups	Community Support and Grants 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide support and resources to services/community groups and interagencies to improve planning and quality programs for specific target groups as per service agreements with the State Government	Community Support and Grants Child care Services 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)	
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide funding through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally	Community Support & Grants 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 & Community:</u> Bondi Beach Cottage (up to \$7,450) Community Transport (up to \$16,870) Norman Andrews House (up to \$35,000) Minefields (\$340) EATS (Up to \$15,600) The Lighthouse (\$10,100)	2		
				<u>Children:</u> Bondi Toy Library (up to \$17,000) OSH Services (up to \$2,362) 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> WAYS (up to \$68,800) Outreach Service (up to \$45,600)	2	
					<u>(Older People and those with a Disability:</u> ECHO (up to \$17,500) Junction House (up to \$36,400) ¹	2	
				Up to \$80,000	2		

¹ 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/ 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Up to date and accessible community profile and demographic information	Ensure Council's online profile is updated to reflect 2011 census data and and supplemented with updates	Community Planning 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Implementation of Community Safety Plan	Safety audits of Bondi and Bondi Junction Place undertaken	Place Maintenance 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 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 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support for the operation of a Community Safety Committee	Initiate, contribute to and support community safety programs and activities with reference to Waverley' s Community Safety Plan	Community Safety 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 Meet regularly with Waverley/ Woollahra SES Controller Maintain up to date Disaster Management Plans	Emergency Management Services 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A Lifeguard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	Roster Lifeguards for year round operations at Council's beaches	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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 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&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&S DM BSP DM M&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 > 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>	

Sustainable Community

Strategy: C5d Assist in the maintenance of public health

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Health, food and hygiene inspections undertaken	Undertake inspections of registered food premises Undertake inspections of registered hair and beauty premises	Food Hygiene and Regulation 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A diverse and exciting range of arts and cultural events across Waverley	Provide arts and cultural events across Waverley including events provided in collaboration with external organisations	Arts Programs; Other Cultural Programs; Cultural Events and Festivals DM CCS	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		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 Fund Waverley Art Prize and Waverley Youth Art Award for annual competition at Waverley School of Arts	Arts Programs; Other Cultural Programs; Community Support and Grants DM RCPP	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	
				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/ Reporting Officer	Measure	Target	Progress	Comment (If 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 DMLCS 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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities	Provide support and advice to assist artists and others to hold arts and cultural events and activities	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 DM RCPP 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% 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	

Sustainable Community

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	Plan of Management for Bondi Pavilion and Park completed	Parks, Reserves and Open Space Planning and Design; Recreation Planning 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 monnths.
	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 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 DM RCPP 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Recreation opportunities provided in response to community needs	Carry out activities which support local sport and recreation groups	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

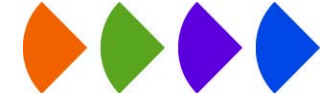
Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Active and passive recreation facilities provided on Council land or through joint ventures	Finalise investigation of potential for tennis court operations and tender in Waverley Park	Parks Infrastructure Works and Maintenance DM POSO DM RCPP 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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Playgrounds upgraded	Minimum of two playgrounds (to be identified) to be upgraded	Parks Infrastructure Works and Maintenance DM POSO 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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Detailed design and construction of amenity building, Waverley Park	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 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.

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

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

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

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

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

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

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

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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Initiatives implemented to encourage visitation and stimulate economic activity	Annual marketing and promotions plan developed and implemented to enliven public open spaces and encourage visitation to Bondi Junction	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 2 annually (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>					
<p>Improved communication with major Bondi Junction stakeholders</p>	<p>Support and attend meets of the Waverley Business Forum</p> <p>Meet with other Bondi Junction business stakeholders regularly</p>	<p>DM EBD</p>	<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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	<p>Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved</p> <p>Enforcement of development approvals and building work compliance</p>	<p>Place Development Planning and Strategy; Place Regulation</p> <p>DM TS 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Initiatives and programs implemented to increase visitation and economic activities	Annual marketing and promotions plan 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 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 Performance against budget and delivery timeline monitored closely and variances reported	Place Maintenance and Upgrade DM TS 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 Enforcement of development approvals and building work compliance	Place Development Planning and Strategy; Place Regulation DM TS 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 Percentage of complaints investigated to agreed service standards timetable	Less than base year 100%	2 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programs and initiatives implemented to sustain visitation levels and commercial viability	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programs, activities and events enliven public places	Initiatives and programs implemented to increase visitation, economic activity and employment opportunities	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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Visitor management and safety program implemented.	Develop and implement summer safety and education program "My Bondi Summer"	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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Improved coordination of public place services to commercial centres	Hold meetings between auditor and relevant managers to monitor provision of services for Commercial Centres and Villages with Public Works and Services and Compliance Divisions	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 Cleaning and maintenance of landscaped traffic calming devices undertaken	Parks Cleaning and Maintenance; Place Cleaning Services; 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: • landscaped traffic calming devices are maintained; • streets, village centres and non landscaped traffic calming devices are cleaned	Minimum four times per year	2	
	Programmed mowing of nature strips undertaken in accordance with Public Place Cleansing Standards of Service Hazards or item requiring maintenance reported and rectified	DM POSO 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Programmed cleaning and maintenance of Council assets undertaken	Undertake programmed cleaning of council assets including street furniture, signage and litterbins in accordance with adopted Service Level Agreement	Place Cleaning Services 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 Remove of billposters in accordance with Council's Graffiti and Billposter Removal Policy Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards	Graffiti Removal Services DM RR&PPC	Percentage compliance with established graffiti and bill poster removal protocol	90%	2	
	Increased graffiti removal (Service Plus Component 7 – Providing more cleaning and greening of all the spaces we share)	Graffiti Removal Services 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; 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/ Reporting Officer	Measure	Target	Progr ess	Comm ent (If rating 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 DM C	Percentage of times public place regulation and compliance programs meet service standards	90%	2	
Abandoned cars removed	Identify abandoned vehicles Arrange removal of abandon vehicles to Council depot and securely stored pending disposal Arrange return or disposal of abandon vehicles	Abandon Car Control and Removal DM C 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 DM POSO 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 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/ Reporting Officer	Measure	Target	Progre ss	Comm ent (If rating 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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
All playgrounds inspected and maintained regularly	Check and inspect high use playgrounds (Waverley Park, Bondi Park, Tamarama Park and Bronte Park) daily and complete check list	Parks Cleaning and Maintenance 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 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/ 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 DM RCPP 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 DM RCPP	Percentage of applications approved following new policy and guidelines	90%	2	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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/ 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 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Looking Good – streetscape improvement works undertaken	Consultation with key stakeholders including Place Managers undertaken	Place Maintenance and Upgrade 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 DM TS 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Approved developments achieve high quality urban design outcomes	Assess and approve development applications in line with Council's planning controls and policies	Development Assessments and Approvals 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 Comprehensive LEP to be publicly exhibited as required by DoPI.	Urban Planning 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 Submit DCP to Council for adoption	Urban Planning 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Strategic Land Use policies and plans reviewed regularly	Ensure all key strategic land use policies and plans reviewed annually or as required Review and where necessary amend Council land use policies and plans in the light of new and amended state and federal government legislation and policies	Urban Planning 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 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 Respond to complaints about building compliance issues Undertake building fire safety inspections	Building and Fire Safety Regulation 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	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Expert heritage advice on development applications	Provide heritage advice to development applicants Provide heritage advice to Council officers to assist them in assessing development applications	Heritage Conservation 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 Conduct Heritage and Urban Design Awards	Heritage Conservation DM STP	Heritage and Urban Design Awards conducted annually	April 2014	2 4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)	Identify opportunities to deliver public infrastructure through Voluntary Planning Agreements	Urban Planning 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 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/ 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 <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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Construction of traffic islands in the Council area	Traffic islands designed and documented Construction delivery in accordance with program	Traffic Management Services; Road Works and Maintenance DM TS 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 Review traffic & pedestrian crash data Report and if required make recommendations on traffic & pedestrian accident data review	Road and Parking Safety Programs DM TS	In 2005 total of 287 crashes with: <ul style="list-style-type: none"> ▪ 2 fatal crashes ▪ 160 injury ▪ 125 non-casualty crashes (tow away) Included in these crashes were: <ul style="list-style-type: none"> • 2 pedestrian fatalities • 24 pedestrian injuries • 0 cyclist fatalities • 25 cyclist injuries 	Number of vehicle, pedestrian and cyclist crashes causing death or injury is equal to or less than 2005 base year	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	
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Strategy: L6b Stabilise or reduce private passenger vehicle numbers or trips

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Waverley Transport Plan review completed	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 DM ES DM STP 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/ Reporting Officer	Measure	Target	Progress	Comment (If 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 DM TS 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Improved public domain infrastructure	Implement the Complete Streets recommendations adopted by Council in Bondi Junction	DM STP DM TS 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Availability of bicycle parking improved	Identify locations that require new or additional bicycle parking or other bicycle related facilities Provide bicycle parking or other bicycle related facilities Consultation with key stakeholders including Place Managers undertaken	Cyclist Mobility Programs DM ES 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 Undertake adopted annual footpath program	Pedestrian Mobility Programs DM TS 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 (Service Plus Component 4 – Providing more and safer access to public places) Consultation with key stakeholders including Place Managers undertaken	Pedestrian Mobility Programs DM TS 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Support for public buses to directly connect neighbourhood centres	Bus operations reviewed annually with STA Report and if required make recommendations on traffic and pedestrian accident data review to assist with STA planning	Transport Planning DM TS	Meeting held with STA	December 2013	2	
Bus shelters maintained and replaced	Bus shelter replacement developed and adopted Bus shelters requiring maintenance identified Maintenance of bus shelters undertaken	Other Infrastructure Works and Maintenance DM TS	Number of bus shelters replaced annually Finished cost and time to complete compared to agreed budget and timetable	At least two Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4 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 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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (if rating 3 or 5)
Parking patrol conducted along main roads during weekdays	<p>Undertake parking patrols along main roads during weekdays</p> <p>Provide information to improve parking compliance along main roads</p> <p>Undertake enforcement action to ensure compliance along main roads</p>	<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/ 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/ 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 DM PS DM STP DM TS	Options presented to key stakeholders for consideration	June 2014	2	

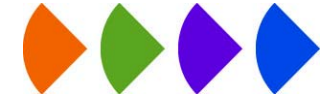
Strategy: L8d Implement mass transit on the Bondi Junction to Bondi Beach corridor

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Partner with NSW Government to improve mass transit from Bondi Junction to Bondi Beach eg. light rail	Attend meetings about light rail and improving transport efficiency within the Eastern Suburbs	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 DM ES 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 DM PS	Finalisation of the implementation of all recommendations of the RPPS Review	80 % complete within one year of adoption of the recommendations	2	
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Strategy: L9b Increase the community's knowledge and awareness of safe parking practices

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Rolling education program to promote safe parking carried out	Identify parking and road safety issues that would benefit from further community education	Road and Safety Parking Programs 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.

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

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

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

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

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

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

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

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Identify and implement energy efficiency retrofit opportunities on Council assets	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Opportunities for low carbon and renewable technologies on Council assets are investigated and implemented	Develop strategy to ensure best practice (including consideration of trigeneration) redevelopment of Council sites in Bondi Junction	DM ES DM 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	DM ES	Report completed	May 2014	4	
	Develop and deliver an engagement program to reduce non-residential electricity use prioritising medium to high electricity using sites		Commence program delivery	February 2014	4	
	Engage with Westfield Bondi Junction to encourage the uptake of low carbon technologies in line with the Bondi Junction Greenhouse Gas Review 2011		Meet with Westfield to present opportunities for low carbon initiatives	December 2013	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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 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 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 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 Provide up to date information to residents in a range of formats on energy efficient technologies and rebates	Environment al Education Programs	Number of targeted workshops run annually	Four	4	
		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 opprotunities for improved energy efficient and uptake of low carbon technologies and develop planning controls to encourage via the Waverley DCP Ensure all new Council buildings have a high energy performance	Energy Management Programs	Integrate controls into the Waverley DCP	Sep 2013	1	
		DM ES 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Uptake of Green Power by residents and businesses increased through promotions and retailer partnerships	Advocate for the Australian Government to release Greenpower consumption data by LGA	Energy Management Programs 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 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/ 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 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 DM TS 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/ 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 DM ES 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Continue to assess and manage climate change impacts in the Waverley area including impacts on our natural assets, built infrastructure and the community's health	Implement the recommendations of the Waverley Coastal Risk and Hazards Vulnerability Study	Environmental Sustainability Planning DM ES 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 DM ES 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Develop and implement climate change adaptation plan	No action in 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A domestic waste and recycling service, together with a public place litter collection service	Collect domestic waste weekly	Domestic Waste Services; Recycling Services; Green Waste Services; Clean Up Services	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	DM RR&PPC	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 Restructure has placed waste education into Enviro
	Develop and deliver an engagement program to maximise recycling	DM ES DM RR&PPC DM B&S 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 DM ES DM RR&PPC 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 DM BJ DM BB 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	Work with SSROC to identify and apply for NSW Government Waste Less, Recycle More grants to improve regional waste performance	Waste Management Planning DM ES 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 DM ES	Website maintained with current information	100%	4	

Sustainable Environment

Strategy: E3b Reduce illegal dumping and littering

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Infrastructure, education and enforcement programs to reduce littering and illegal dumping are implemented	Continue to implement the Waverley Littering and Illegal Dumping Action Plan	Waste Management Planning 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 DM ES 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/ 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Work with Strata to promote water efficiency/ reuse in multi-unit dwellings	Advocate for individual meters to be installed as part of new strata buildings	Water Management Programs 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 DM ES 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 DM BSP 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 DM ES 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses	Continue to run targeted water efficiency workshops for residents	Water Management Programs 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 Promote other rebates and water savings programs offered by other government agencies	Water Management Programs 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 Run the Eastern Suburbs Sustainable Business Program within Woollahra and Randwick councils	Water Management Programs DM ES	Program delivered Twenty major water users audited	June 2014 December 2013	4 1	

Sustainable Environment

Strategy: E4c Investigate and implement recycled water technologies

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

Sustainable Environment

Strategy: E5a Minimise pollutants in stormwater discharged into waterways

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Pollution prevention devices installed and maintained throughout the LGA	Gross pollutant traps monitored and maintained across the LGA	Pollution Control Programs DM ES 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 Monitor re-use water quality and improve quality of stormwater discharge	Water Management Programs DM ES 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 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 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> Follow up on reported pollution incidents Inspection of building sites to ensure compliance with <i>Protection of the Environment Operations Act 1997</i>	Pollution Control Programs DM C	Change in number of POEO Act inspections undertaken compared to base year 2009-10	= or > than base year	2	
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Strategy: E5b Minimise the discharge of untreated wastewater and sewage overflows into receiving waterways

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Partnerships with external organisations to promote water quality improvement programs	Participation in OEH <i>Beachwatch</i> program Promote Sydney Water <i>Sewer Fix</i> monitoring program Complete monitoring of ocean pool quality in partnership with NSW Health	Water Management Programs 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 DM ES	Strategy complete	June 2014	4	

Sustainable Environment

Strategy: E6a Ensure no further loss of remnant vegetation

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented	Plant trees over the winter months	Tree Planting Services; 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 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 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. Program propagation to provide plants for projects	Biodiversity Management Programs DM RCCP	Seed collection undertaken Collected seed is propagated	Annually 5% of seed stock is propagated annually	2 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 DM ES DM STEP	SAMP updated	December 2013	4	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Council strategy for the protection, restoration and enhancement of remnant vegetation and habitat	Develop a Biodiversity Action Plan	Biodiversity Management Programs 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 DM RCPP	Works completed	June 2014	2	
Waverley Street Tree Planting program implemented	Plant trees in priority areas	Tree Planting Services 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/ Reporting Officer	Measure	Target	Progress	Comment (If 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 DM ES	Program delivered	April 2014	4	

Sustainable Environment

Strategy: E7a Protect local marine biodiversity through education and enforcement

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Work with Department of Environment and Climate Change and Water (DECCW) to protect local marine biodiversity	Work with Sydney Coastal Councils Group to better regulate and improve management of marine environment	Biodiversity Management Programs 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 Infringement notices issue for breaches of marine regulations	Biodiversity Management Programs 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 DM ES	Program implemented	May 2014	4	

Sustainable Environment

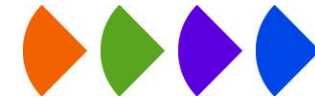
Strategy: E8a Encourage and support community involvement in our environmental program

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Communication and awareness activities on Council's sustainability program rolled out	Develop an internal sustainability program for Council staff to improve awareness of Environmental Action Plan	Environmental Education Programs 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 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 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 Run Council's Sustainable Schools Grants program	Environmental Education Programs DM ES DM RCCS	Percentage of schools in LGA participating Bi-Annual grants program completed	75% February 2014 August 2014	4 4	

Sustainable Environment

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A environmental workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours	Run community Greenwave workshop program to improve community behaviours	Environmental Education Programs 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 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 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.

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

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

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

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

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

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

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

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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	Assess need for new policies and develop as need identified	Governance 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"> • Councillor's Expenses and Facilities - November 2013 • Code of Meeting Practice – August 2013 • Internal Reporting Policy & Investigation Process Policy – July 2013 • Petitions Policy – July 2013 • Records Management Policy – August 2013 • Statement of Business Ethics – April 2014 	5	
Undertake policy reviews					2	
Regularly review policies available on Council's website to ensure currency					2	
					2	
					2	
			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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A suite of integrated corporate plans that meet legislative requirements developed and maintained	Ensure alignment of annual Operational Plan, business plans, budgets and other new plans with Directions and Strategies from the Community Strategic Plan	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 SAMP June 2017 EAP June 2017 WFP June 2017	4 4 4 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Regular reporting to Council on progress with implementation of integrated corporate plans	Prepare reports on progress with Delivery Program deliverables	Long Term Integrated Planning and Consultation Director C&TS 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 High standard document for community – September 2016	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Regular ethics and Code of Conduct training provided for Councillors and staff	Provide ethics and Code of Conduct training to Councillors	Governance DM G&IP 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 GMU 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Mayor's role in advocating the provision of resources for the Waverley local government area	Attendance at inter-government activities	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A Community Engagement Strategy that meets legislative requirements	Develop Community Engagement Strategy for Community Strategic Plan review	Long Term Integrated Planning and Consultation 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 Director C&TS	Results of 2016 Community Survey to inform development of Waverley Together 4 Completion of adopted Community Engagement Strategy	June 2016 June 2016	4 2	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Advisory committees, precinct committees and community forums supported and maintained	Manage the operations of the Precinct system and support the application of the 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 DM RCPP DM EBD 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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A regular professionally produced and interesting community newsletter	Theme identified and material collected for quarterly community newsletter Newsletter produced and distributed	MGMU 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Customer service training provided to staff	Provide customer service training to all new staff	Human Resources 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	
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Strategy: G3b Monitor and report regularly against the service standards set for customer service

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Regular customer surveys conducted	Monitor & report on customer satisfaction 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) Quarterly (Council)	5	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Undertake the Workforce Plan program of business and improvement reviews	Divisions undertake reviews identified in annual program Report half yearly on progress with program	SMT OD/L&D 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 Pilot benchmarking process for sample Division	Human Resources 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A program of continuous improvement in customer service	Implement scheduled customer service strategy actions	Customer and Call Centre 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Professional and timely support and assistance to Councillors and meetings of Council and Council committees	Provide agenda and minutes for meetings of Council and Council's standing committees	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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/ Reporting Officer	Measure	Target	Progress	Comment (if rating 3 or 5)
Participation in partnerships and projects through SSROC	Participation in SSROC projects	DM LCS 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 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 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/ Reporting Officer	Measure	Target	Progress	Comment (If 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	

Sustainable Governance

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Financial advice and coordination to ensure Council meets overall budget performance targets provided	Manage Council's financial performance to achieve targets set	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Four-year forecast prepared annually	Develop four-year forecast Report to Council annually on forecast	Financial Management 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 Report to Council annually on results of review	Financial Management 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 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	DMFISS	Quarterly budget review reports to Council	Quarterly	2	
	Provide advice to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program	Director C&TS	Service Efficiency & Reporting Committee of Council meets	At least 3 times a year	2	

Strategy: G5b Undertake long term financial and economic planning

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Budgeted financial performance for all commercial leases met or exceeded	Manage the leasing Council's commercial property portfolio	Property Management 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 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 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 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (if rating 3 or 5)
Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	Updated assessment of assets incorporated into preparation of SAMP4	Asset Management Services 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) Report to Council at least annually on asset management funding	Financial Management; Asset Management Services DM FISS 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
A program of capital works developed and implemented	Capital works program developed	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 Adopted and funded asset maintenance program implemented	Asset Management Planning; Asset Design Services DM TS 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	

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	<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 & Upgrades</p> <p>Stormwater drainage construction & 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>	
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Strategy: G6b Implement adopted Asset Management Plans

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
An annual asset maintenance program	Cemetery infrastructure backlog renewals	Asset Management Planning; 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 DM M&C 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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year	<p>Progress with scheduled activities monitored quarterly</p> <p>Progress against benchmarks for asset management assessed annually</p>	<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/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Operational risk processes and strategies developed	Development of Risk Registers to manage individual risks as per the Risk Management Framework	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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Records management and information access services provided	<p>Maintain Council's records management system</p> <p>Provide records management services</p> <p>Provide advice and training in the use of Council's records management system</p> <p>Audit and report on compliance with the use of Council's records management system</p>	<p>Records and Public Information Services</p> <p>DM G&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&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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Effectiveness of web site monitored	Maintain Council's web site	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	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
All reports required by legislation or requested by Government departments and agencies provided	<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&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&IP</p> <p>DM RCPP</p>	Information for Annual Report provided	September 2013	1	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
Council's Workforce Plan implemented	Undertake the activities scheduled in Council's Workforce Plan	Human Resources 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 Monitor recruitment process to identify issues or delays that may increase time to fill vacant positions Respond to any issues or delays identified	Human Resources 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 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.

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment (If rating 3 or 5)
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 Develop and implement improvement plans Monitor progress with improvement plans	Human Resources DM HR/OD	Score achieved on internal customer service surveys compared to previous rating and overall rating before or by the 3 rd re-take	Each survey has 5% improvement on previous rating Overall target 75% + before or by the 3 rd re-take	2	Three area's surveyed -one is in track the other is not.
Business Excellence survey program with staff continued	Undertake survey Report results Identify possible areas of improvement	Human Resources 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 Complete pulse survey March 2014	4	Three of the five departments achieved the target.

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Leadership Development	Senior Management Team participate in development program	OD/L&D 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	