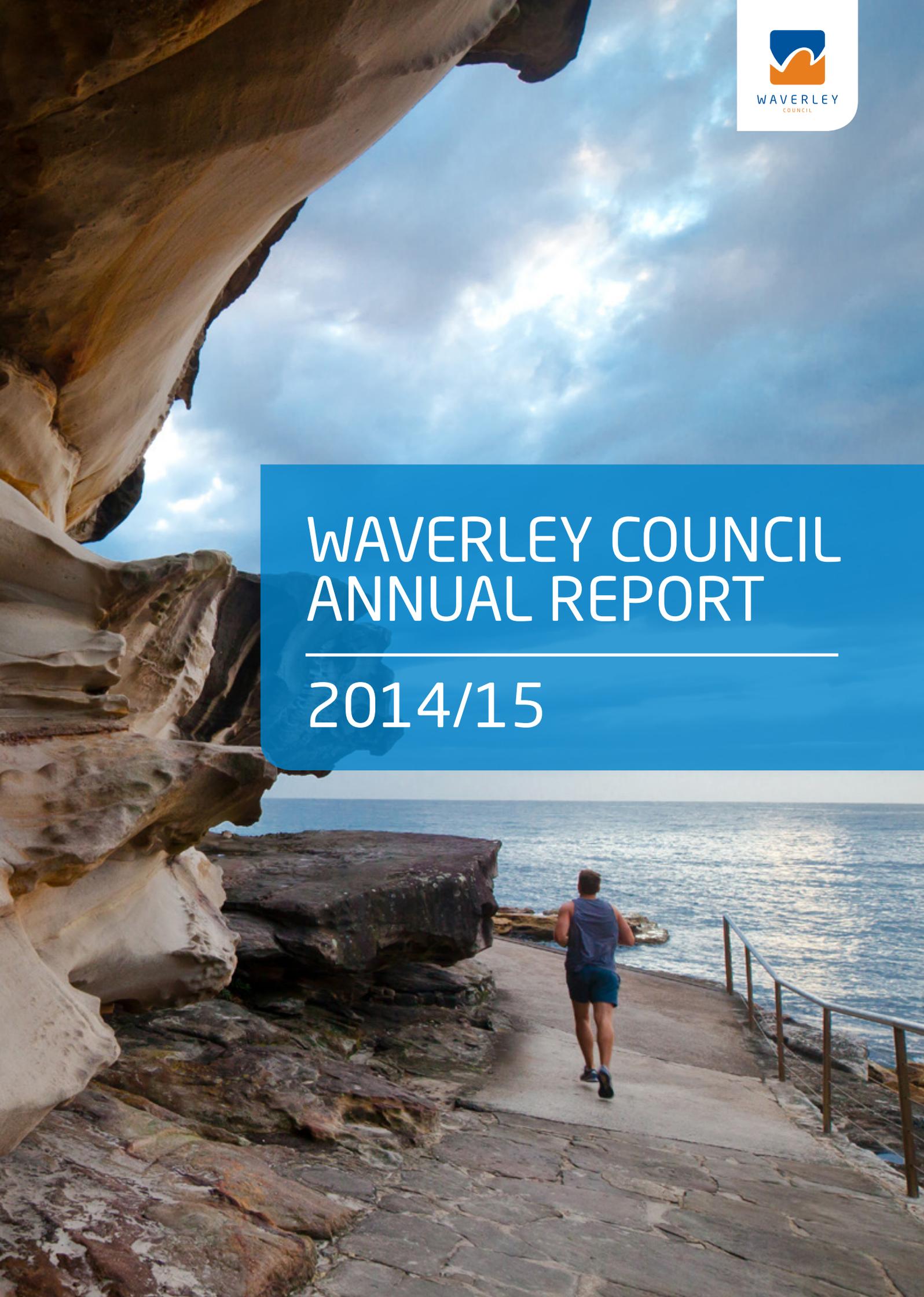




WAVERLEY
COUNCIL

WAVERLEY COUNCIL ANNUAL REPORT

2014/15





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PREFACE

PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Waverley Council's performance over the 2014–15 financial year in relation to the principal activities detailed in the Delivery Program 2013–17 and Operational Plan 2014–15.

The Annual Report is made up of four parts:

Part 01.

Is an overview of Waverley Council

Part 02.

Provides details of Council's performance against the Delivery Program 2013–17

Part 03.

Provides additional reporting information required by legislation

Part 04.

Contains Council's audited financial statements

The first three parts are published in one volume. Part 4 is published separately.

This report is prepared in accordance with Section 428 of the Local Government Act 1993 and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW.

MAYOR'S MESSAGE



This financial year has been a year of delivery for us, evident by the amount of work going on around Waverley as Council rolls out major building projects requested by you, our community.

The infrastructure renewal work has been possible because, with the help of ratepayers and internal savings, we have turned the Council's financial situation around since, at the end of 2007, the annual Report stated this Council was unsustainable into the future. We are now in a really sound financial position and our report card from New South Wales Treasury Corporation (TCorp) is looking good.

Some of the projects include our Play Space Strategy to refurbish and upgrade our parks and playgrounds with landscaping and equipment for children, from toddlers to teens. The upgrades encourage children's creativity and improve their health and wellbeing. The playgrounds at Macpherson Park and Clark Reserve

are the first two to be completed and are proving very popular.

The wall at South Head Cemetery is complete with the new trees growing well and the internal work in Waverley Cemetery is making a difference. The new fence along Fig Tree Lane at Waverley Cemetery is a huge success and the temporary fence on Trafalgar Street is a big improvement.

New murals at Bondi Skate Park and Palmerston Avenue, along the wall of the Bronte Public School, are now complete with the help of our local communities.

Tamarama's new state-of-the-art storm water harvesting recycling project is underway, and it will be completely hidden under a refurbished park like the one we have at Bondi Park South.

With the Bondi Beach, Park and Pavilion Plan of Management approved, the new pathways in Bondi Park are complete and the work on stabilising the first tunnel under Queen Elizabeth Drive is in progress. The new Campbell Parade Washingtonian trees in the median strip north of Beach Road are absolutely beautiful. Council has also allocated \$14 million towards the restoration of the grand old lady herself, the Bondi Pavilion.

Council's new depot, the Alexandria Integrated Facility, opened last December and is a showcase of sustainability, incorporating eco-technology to minimise the site's environmental impact and carbon footprint, and ensure the building is efficient in its energy and water use as well as resource recovery.

And finally, one of the biggest changes for Waverley – our proposed merge with Randwick City Council. Last September, the State Government, through the Independent Local Government Review Panel (IPART), introduced Fit for the Future, a reform project to make NSW councils sustainable. Initially, IPART suggested Randwick, Waverley, Woollahra, City of Sydney and Botany all join together to form a massive 'Global City' Council. All five councils rejected this suggestion.

While some councils refused to consider any merger, Randwick and Waverley looked at the issue calmly and rationally and received independent advice on the pros and cons of six different scenarios, which we shared with our community. We believe our communities are similar and our values are aligned. There are significant strengths individually and an even stronger position together which is why Waverley and Randwick, therefore, submitted a joint proposal to IPART last June in support of a merger between our councils.

Our future with Randwick City Council, as a combined Eastern suburbs council, will deliver a range of practical benefits to residents and business with an increase in capabilities for a stronger partnership into the future. This means council will have a higher capacity to deliver services, infrastructure and be a stronger voice for you.

Sally Betts,
Mayor of Waverley

GENERAL MANAGER'S MESSAGE



As you would have read in the Mayor's message, this has been a year of delivery. This year has been a big year of change for Council, having gone through a restructure to streamline our services and better position Council for the future. Change, no matter what the size, is always challenging.

One of the additions to Council has been the introduction of a Project Management Office which oversees all our projects. It assists with creating timelines and helps manage the budgets assuring each service provider within Council is more accountable in delivering projects economically and efficiently.

What has underpinned the restructure and our approach to

delivering services and capital works is Council's own vision statement to connect, create and celebrate our people, places and partnerships, coupled with its mission Wow! This is Waverley, which is about wanting people who live, work or visit Waverley, to be amazed by this wonderful place.

I love working in local government because Council is the enabler who can positively influence the building of great communities. Every day we can create or diminish our community by the way we act, the decisions we take and the conversations we have with you, our residents.

It isn't just Council who has this influence, we are all responsible for shaping our community. Having said that, few of us realise how we are influenced by the places we live and we rarely think about the connection we form with our area in terms of a relationship.

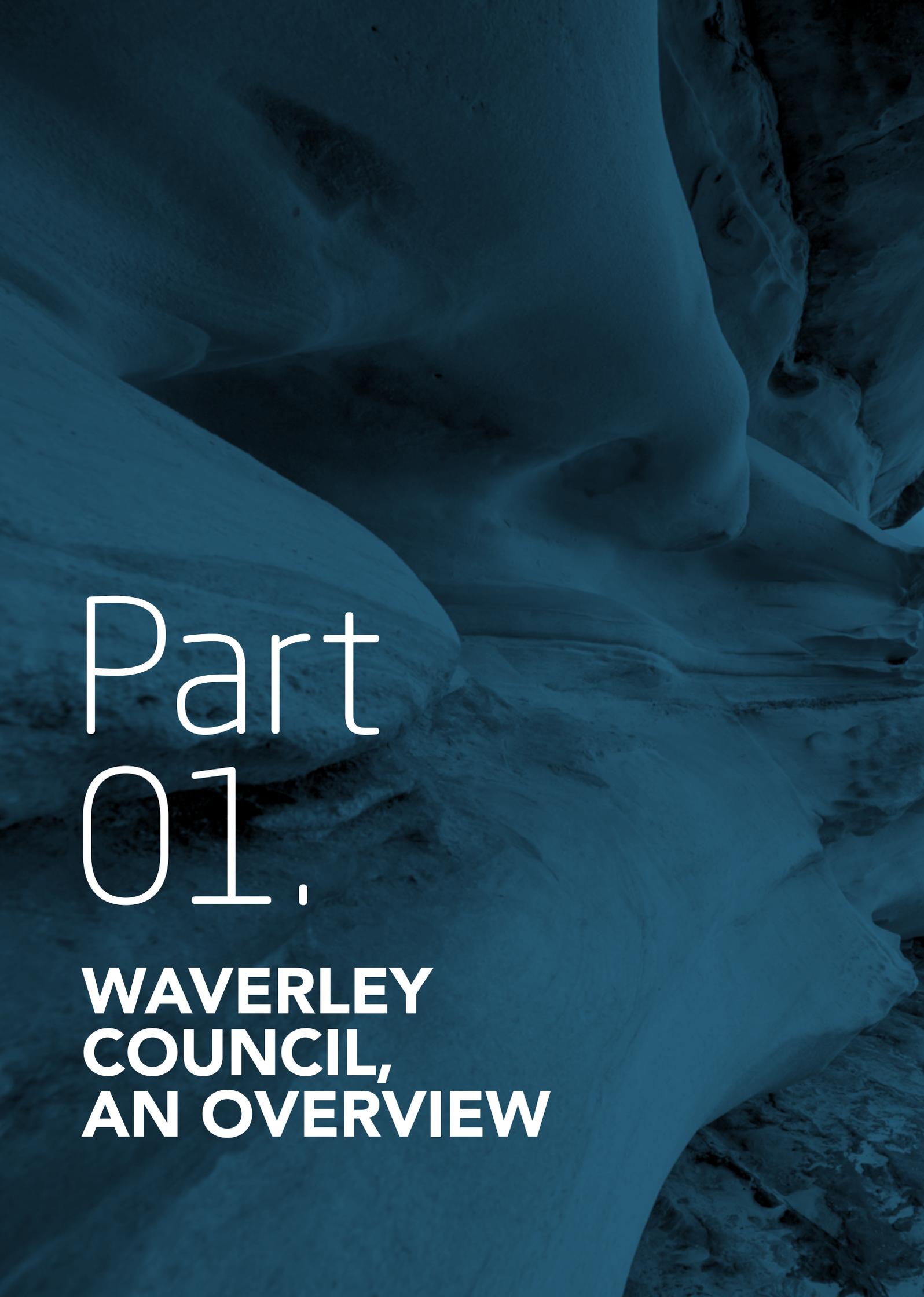
Small things can mean just as much and help create a better local environment as much as any major works. Likewise, small things, simple gestures, can also diminish or grow our community. By this I mean being careful not to discard rubbish in the streets or parks, but use the bins available, or even keeping your rubbish to dispose of at home. Even when we hold the door open for a stranger or let another car merge into our

lane, we are adding something to the community. We are giving that stranger or fellow driver a positive impression of our community. As I read once, small things, like the grains of sand on a beach, make up the totality of a place.

It reminded me of a young man I met when I first arrived in Waverley. As I was driving home I noticed a pile of rubbish on the footpath. I watched as person after person walked around and ignored it, until this young man stopped, picked the rubbish up and deposited it into a nearby bin. I then parked my car and thanked him on behalf of our community.

This year I hope you will join me in helping build a love for our Waverley and taking extra pride in our area. Don't subscribe to the bystander effect. If you see something that could be improved, speak up. I know many of you are also passionate about Waverley, and I know our combined passion can inspire our neighbours, those who work and those who visit to love Waverley too.

**Athanasios (Arthur) Kyron,
General Manager**



Part 01.

**WAVERLEY
COUNCIL,
AN OVERVIEW**

WAVERLEY – OUR COSMOPOLITAN CITY



OUR LOCAL GOVERNMENT AREA:

9.2km²

OUR SUBURBS:

Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley

OUR DWELLINGS AND BUSINESSES:



30,780
dwellings



9,248
registered businesses

OUR ATTRACTIONS:

Bondi, Bronte and Tamarama beaches, Bondi Pavilion, Bronte House, Waverley Cemetery, the Coastal Walk, Bondi Junction, Margaret Whitlam Recreation Centre, Bronte Gully and Dudley Page Reserve.



POPULATION



TOTAL POPULATION

70,706

MEDIAN AGE

35 years

- 15.4 per cent of our residents are 0–14 years old
- 9.8 per cent are 15–24 years old
- 62.2 per cent are 25–64 years old
- 11.9 per cent are more than 65 years old

PROJECTED POPULATION 2031

80,100

POPULATION DENSITY

68.68

persons per hectare

OVERSEAS BORN RESIDENTS

49%

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

250



LANGUAGES

70.5 per cent of us speak English at home while 29.2 per cent speak a language other than English.

Russian is spoken by 2.6 per cent of our residents, 1.6 per cent speak Hebrew, 1.4 per cent Italian, 1.3 per cent French and 1.3 per cent Spanish.



JEWISH COMMUNITY

Waverley's Jewish community of

10,880

residents makes up 17.1 percent of our total population

EDUCATION

NUMBER OF SCHOOLS

17 (including both primary and secondary)

70 per cent of our residents aged over 15 years have completed year 12 schooling or equivalent

39.5 per cent of our residents aged over 15 years have a Bachelor or higher degree compared to 24.1 per cent for Greater Sydney

20 per cent of young people aged 15–24 years attended an educational institution including high school and/or a higher education facility, such as TAFE or university.

HOUSING

AVERAGE HOUSEHOLD SIZE

 **2.3** people

ECONOMY



\$4.04 billion gross regional product

More than **18,500** jobs in Waverley

RENTING HOUSEHOLDS

42%

MEDIAN WEEKLY RENT

\$500

MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2011 was

\$2,496 compared to **\$1,683** for Greater Sydney

SINGLE PERSON HOUSEHOLDS

13.6%



HIGH EMPLOYMENT SECTORS

Retail, healthcare, professional and scientific, education and training, accommodation and the food sector

83.7% of our properties are connected to the internet

HOW EVERY \$100 YOU PAY IS SPENT



COMMUNITY VISION

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

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

We are safe

We are reconciled with and value our indigenous past

Connections within families and between generations can remain unbroken

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

Everyone is welcome to participate positively in community life

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

We act together as a compassionate society

The beauty of our beaches, cliffs and coastal lands endures

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

Vital services are fully accessible

Scarce resources are conserved and fairly shared

Local economic prosperity provides opportunity for all

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

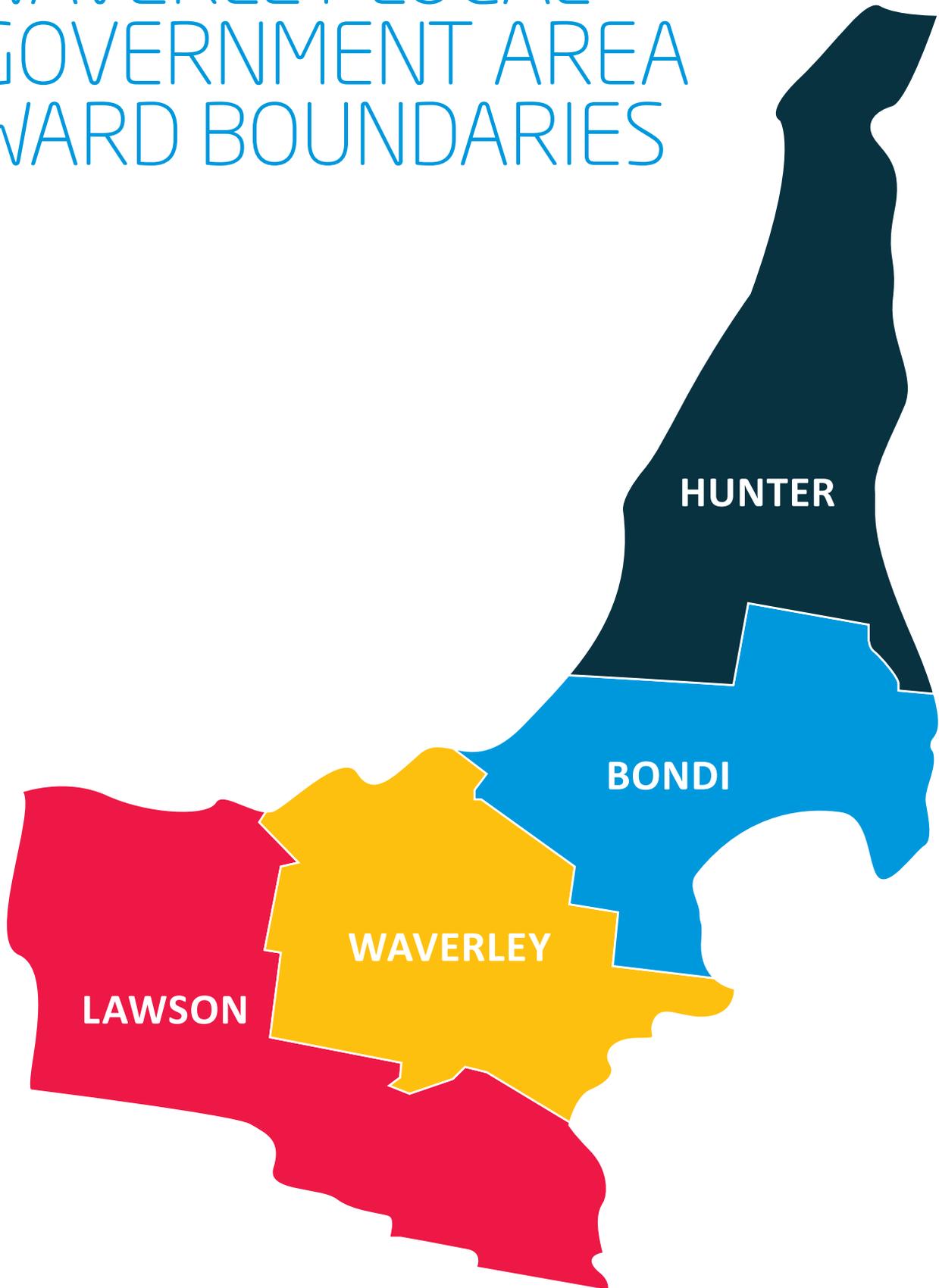
We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future.

These are the aspirations of our hopeful generation.

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



WAVERLEY LOCAL GOVERNMENT AREA WARD BOUNDARIES



THE ELECTED COUNCIL

Council has 12 elected members comprising a Mayor and 11 Councillors. The last Local Government election was held on 8 September 2012 with the next one scheduled for September 2016.

Councillors are elected by a geographical area or Ward. The three wards of Bondi, Waverley and Hunter were established in 1860, while Lawson Ward was established in 1867. The positions of Mayor and Deputy Mayor are decided annually by a vote of all Councillors.

The responsibilities of Councillors are defined in the Local Government Act 1993 and include:

- Playing a key role in the creation and review of Council's resources for the benefit of the area
- Reviewing performance, delivery of service, management plans and revenue policies of Council
- Representing the interests of residents and ratepayers
- Providing leadership and guidance to the community
- Facilitating communication between the community and Council.

Waverley Council encourages the community to attend meetings of Council. All meetings are open to the

public and take place on the third floor of the Council Chambers.

Ordinary Council meetings are held once a month, on the third Tuesday of the month. Extraordinary Council Meetings are called at short notice from time to time to address particular issues.

Operations Committee meetings are held once a month, on the first Tuesday of the month.

COUNCIL COMMITTEES

Waverley Council convenes and supports several advisory and consultative committees. These committees tackle broad local issues and provide a forum for discussion among Council representatives, local agencies and community members. These committees include:

- Operations Committee
- Waverley Traffic Committee
- Environment Sustainability Advisory Committee
- Community Safety Advisory Committee
- Waverley Surf Life Saving Club Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Public Art Committee
- Waverley Housing Advisory Committee
- Waverley Business Forum
- Legal Services Review Panel
- Waverley Council Audit Committee

OUR MAYOR AND COUNCILLORS



SALLY BETTS
MAYOR

Liberal Party of Australia
Hunter Ward

Represented Council on:

- Operations Committee
- Environment Sustainability Advisory Committee
- Community Safety Advisory Committee
- Waverley Surf Life Saving Club Committee
- Waverley Housing Advisory Committee
- Waverley Business Forum
- Legal Services Review Panel
- Waverley Access Committee
- Multicultural Advisory Committee



TONY KAY
DEPUTY MAYOR

Liberal Party of Australia
Waverley Ward

Represented Council on:

- Operations Committee
- Waverley Traffic Committee
- Environment Sustainability Advisory Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Business Forum
- Legal Services Review Panel
- Waverley Council Audit Committee



ANDREW CUSACK

Liberal Party of Australia
Lawson Ward

Represented Council on:

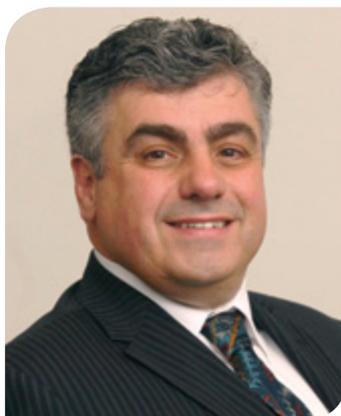
- Operations Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Legal Services Review Panel



ANGELA BURRILL
 Liberal Party of Australia
 Lawson Ward

Represented Council on:

- Operations Committee
- Community Safety Advisory Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Public Art Committee
- Waverley Housing Advisory Committee



BILL MOUROUKAS
 Liberal Party of Australia
 Waverley Ward

Represented Council on:

- Operations Committee
- Waverley Traffic Committee
- Community Safety Advisory Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Council Audit Committee



DOMINIC WY KANAK
 Greens
 Bondi Ward

Represented Council on:

- Operations Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Housing Advisory Committee



INGRID STREWE

Australian Labor Party
Waverley Ward

Represented Council on:

- Operations Committee
- Environment Sustainability Advisory Committee
- Legal Services Review Panel
- Waverley Access Committee
- Multicultural Advisory Committee



JOHN WAKEFIELD

Australian Labor Party
Bondi Ward

Represented Council on:

- Operations Committee
- Waverley Access Committee
- Multicultural Advisory Committee



JOY CLAYTON

Liberal Party of Australia
Bondi Ward

Represented Council on:

- Operations Committee
- Waverley Surf Life Saving Club Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Housing Advisory Committee



LEON GOLTSMAN
Liberal Party of Australia
 Hunter Ward

Represented Council on:

- Operations Committee
- Environment Sustainability Advisory Committee
- Waverley Surf Life Saving Club Committee
- Waverley Public Art Committee
- Waverley Access Committee
- Multicultural Advisory Committee



MIRIAM GUTTMAN-JONES
Independent
 Hunter Ward

Represented Council on:

- Operations Committee
- Waverley Access Committee
- Multicultural Advisory Committee



PAULA MASSELOS
Australian Labor Party
 Lawson Ward

Represented Council on:

- Operations Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Public Art Committee

OUR ORGANISATION

OUR ORGANISATIONAL VISION:

Connect, Create and Celebrate our People, Places and Partnerships.

OUR MISSION

Wow! This is Waverley.

OUR VALUES

- Together
- Responsible
- Engaging
- Creative

WAVERLEY COUNCIL IS MADE UP OF FOUR PROGRAM AREAS:

- 1 **WAVERLEY CORPORATE**
- 2 **WAVERLEY LIFE**
- 3 **WAVERLEY RENEWAL**
- 4 **WAVERLEY FUTURES**



WAVERLEY CORPORATE



General Manager, Arthur Kyron

SUB-PROGRAM AREAS:	RESPONSIBILITIES:
Digital Waverley	<ul style="list-style-type: none"> • Digital business model development • Technical support services: • Information technology • Systems • GIS coordination • Records management
Financial Waverley	<ul style="list-style-type: none"> • Strategic financial management • Procurement services • Rates management • Accounts payable and receivable • Council's fleet maintenance and depot store management
Internal Ombudsman, Governance and Civic	<ul style="list-style-type: none"> • Councillor support • Precinct coordination • Other governance deliverables
Performance Waverley	<ul style="list-style-type: none"> • Human resources • Risk and safety • Learning and development • Payroll services • Corporate planning and reporting
Positioning Waverley	<ul style="list-style-type: none"> • Communications and media • Graphic design and web services • Community engagement • Executive and Mayoral support services • Strategic project coordination • Project Management Framework

WAVERLEY LIFE



Director, Cathy Henderson

SUB-PROGRAM AREAS:	RESPONSIBILITIES:
Caring Waverley	<ul style="list-style-type: none"> • Children’s and family services • Affordable and social housing programs and community support • Services for older people and people with disabilities • Community development and neighbourhood connections programs
Customer First	<ul style="list-style-type: none"> • Customer service, including Customer Service Centre and Call Centre • Customer Parking – managing on street and off street parking
Enriching Waverley	<ul style="list-style-type: none"> • Library and Learning Futures • Cultural programs including visual arts and other programs • Outdoor and Flagship Events • Waverley facilities including Bondi Pavilion and Margaret Whitlam Recreation Centre
Safe Waverley	<ul style="list-style-type: none"> • Rangers and environmental health services • Lifeguard services • Community safety strategies and education programs • Sport and recreation

WAVERLEY RENEWAL



Director, Mark Wood

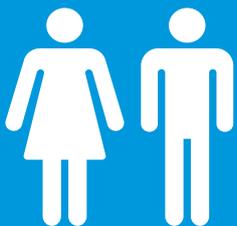
SUB-PROGRAM AREAS:	RESPONSIBILITIES:
Creating Waverley	<ul style="list-style-type: none"> • Maintains assets including roads, drains, kerbs and gutters, footpaths, parks, reserves and beaches • Traffic, parking, transport and engineering assessment • Design, landscape architecture and open space planning
Clean and Attractive Waverley	<ul style="list-style-type: none"> • Waste collection (both domestic and commercial) • Graffiti removal • Public place cleaning • Tree maintenance • Upkeep of parks and beaches • Waverley and South Head Cemeteries
Project Waverley	<ul style="list-style-type: none"> • Manages, implements and constructs all of Council's major projects, including the Capital Works Program

WAVERLEY FUTURES



Director, Peter Monks

SUB-PROGRAM AREAS:	RESPONSIBILITIES:
Shaping Waverley	<ul style="list-style-type: none"> • Town planning • Planning policies and controls • Liaising with businesses and providing economic development solutions • Heritage/Urban design
Building Waverley	<ul style="list-style-type: none"> • Development Applications • Building surveying • Building compliance • Fire safety and inspections
Sustainable Waverley	<ul style="list-style-type: none"> • Environment • Green infrastructure • Waste compliance, reduction and education • Bushcare program



OUR EMPLOYEES

At the end of June 2015, Council employed
600 full time equivalent people



OUR PLANNING FRAMEWORK

All Councils in NSW are required to conduct their business based on the Integrated Planning and Reporting framework. Waverley Council has been a leader in this area since the legislation was introduced, having produced award-winning asset and financial management plans, and being one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation.

This framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

The framework ensures long-term planning for the future with a commitment to the community having a say in what happens in their area.

The framework requires Council to take a long term approach to decision-making which considers the quadruple bottom line, social, economic, environmental and civic leadership, and the Social Justice Principles of equity, access, participation and rights. The diagram below shows the framework hierarchy.



THE COMMUNITY STRATEGIC PLAN: (WAVERLEY TOGETHER 3)

The Community Strategic Plan, called Waverley Together 3, is the highest level plan which identifies the community's main priorities and aspirations for the future and the broad strategies for achieving these. Importantly, the Community Strategic Plan is the community's plan for the future. While Waverley Council has a

custodial role in initiating, preparing and maintaining the plan on behalf of the residents of Waverley, it is not wholly responsible for its implementation. Other partners such as State and Federal governments and community groups may also be engaged in delivering the long-term community outcomes of this plan.

The Community Strategic Plan has a long-term outlook and covers a minimum of ten years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters in an integrated manner.

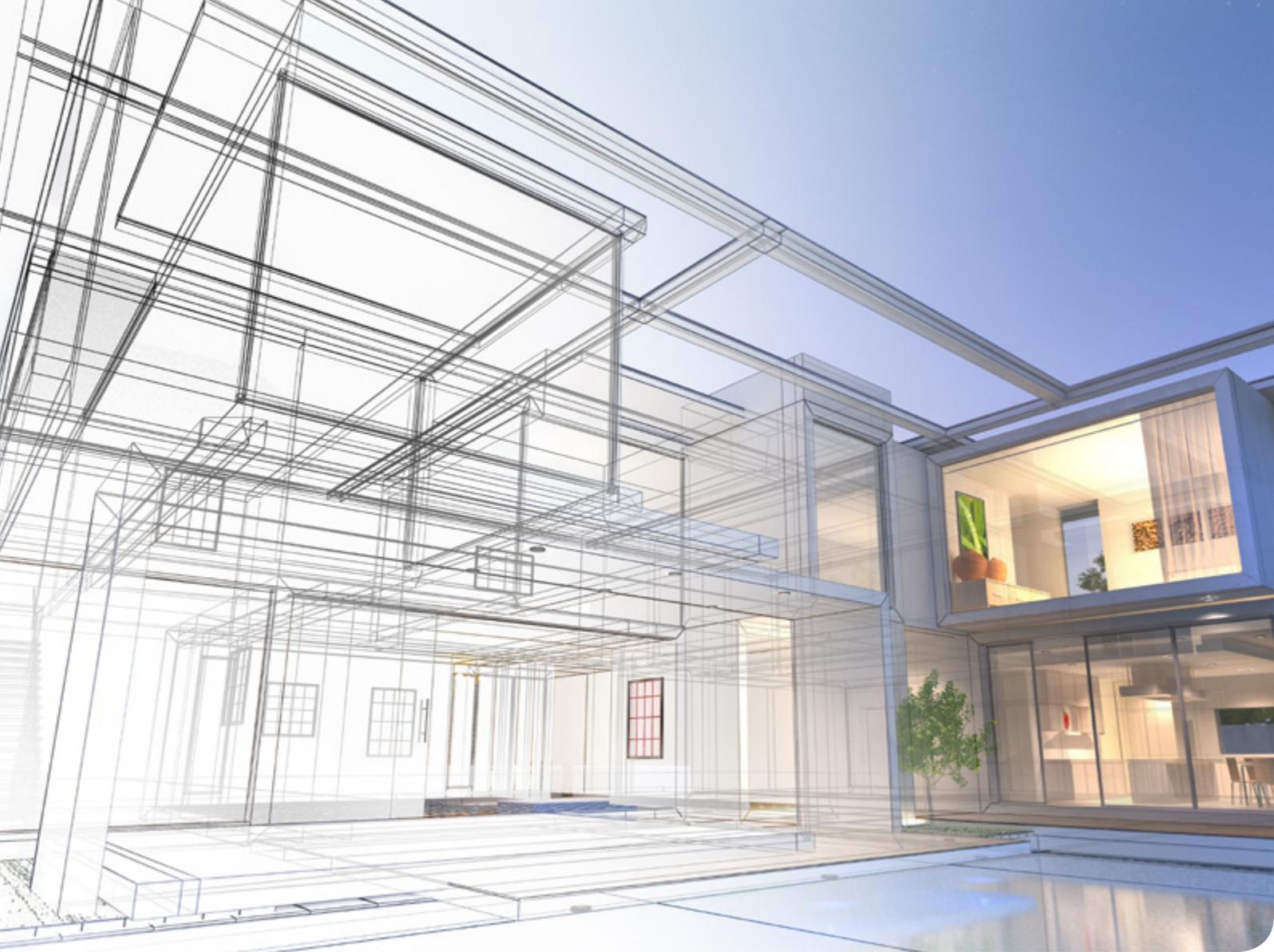
DELIVERY PROGRAM AND RESOURCING STRATEGY

Sitting below the Community Strategic Plan is the Delivery Program. The Delivery Program is effectively the elected Council's answer to the community vision. It sets out what specific activities are to be undertaken during its term of office, normally four years, to implement the

strategies outlined in the Community Strategic Plan.

To carry out these activities, the Resourcing Strategy sets out how time, money, assets and people will be allocated. It consists of the:

- Long Term Financial Plan
- Workforce Management Plan
- Asset Management Plan



EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

At its meeting of 18 June 2013, Council formally adopted the new Waverley Development Assessment Panel and dissolved the former Development Control Committee (DCC) and the Independent Hearing & Assessment Panel (IHAP). The Panel replaces the former DCC and the IHAP, which will help streamline the planning process.

The Waverley Development Assessment Panel determines significant DAs in the Waverley LGA. This includes Development Applications (DAs) where there are numerous objections, a conflict of interest or the development has a construction cost of \$3 million or more. The Panel is made up of a pool of planning experts, independent of Council, who meet monthly. It also

means that Councillors are no longer involved in the decision-making process for determining those DAs. This allows them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. The Waverley Development Assessment Panel is delegated by Council to exercise these functions.

PARTNERSHIPS AND COOPERATION

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC) and the Sydney Coastal Councils. SSROC is an association of 16 local councils in the southern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Key issues under consideration include planning, environment, transport, community development, sustainability and local government management
- Council partners with the Federal Department of Social Services and the NSW Department of Ageing Disability & Home Care to support capacity building and best practice for the aged and disability sector in the South East Sydney region
- Waverley Library is in a collaborative partnership with five SSROC libraries for the purchase of materials. Council's Library Services shares a document delivery van with all libraries in the Sydney metropolitan area
- Council hosts the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six Councils: City of Botany Bay, City of Sydney, Leichhardt, Randwick, Waverley and Woollahra
- Council has a partnership with the Uniting Church which provides a building, Norman Andrews House, through which the Church delivers services for homeless and disadvantaged people
- The Sydney Coastal Councils includes councils located on Sydney's coastline and aims to promote co-ordination on issues relating to the urban coastal environment and waterways
- Waverley Council, in conjunction with Woollahra and Randwick Councils, runs the Regional Ecofootprint Project which aims to deliver environmental projects within the region
- Waverley and Woollahra Councils are in partnership to share resources and workforces through the Alexandria Integrated Facility
- Waverley and Woollahra Councils are in partnership to provide the State Emergency Service to the local community
- The Waverley Community Living Program (WCLP) provides independent living skills training and 'transition' support for adults with a mild intellectual disability. The project is funded by Waverley Council and the Department of Human Services
- Waverley Council partners with the NSW Department of Ageing Disability & Home Care to provide its innovative independent living program for people with intellectual disability, servicing a regional client group
- Waverley Council partners with 17 community organisations in providing key services to the Waverley area and regionally, by providing funding and/or subsidised accommodation



These include children's services, youth services, outreach and homelessness services, housing support, drug and alcohol services and domestic violence support

- Council is a member of the Eastern Sydney Aged and Disability Interagency Network (coordinated jointly by Randwick and Waverley), Homelessness Interagency Network (coordinated by Waverley), and the Headspace regional youth mental health service which is supported by Waverley and Randwick Councils.

OUR PERFORMANCE SNAPSHOT

MEASURING OUR PROGRESS AGAINST DELIVERY PROGRAM 2013–17

Waverley’s Community Strategic Plan, Waverley Together 3 (WT3), is built around four quadrants. The Delivery Program and Operational Plan are also based on these quadrants. Each quadrant has a

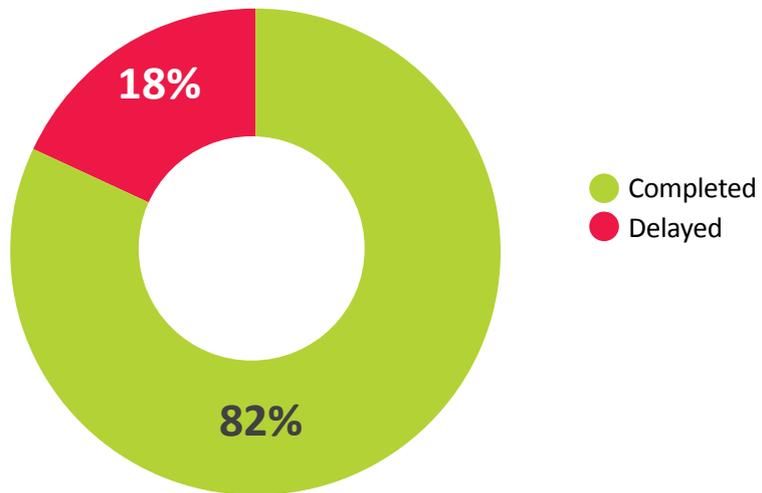
set of directions which outlines the specific directions we intend to head in. Sitting beneath these are the strategies Council will implement to move in the direction set out in WT3, and Council’s

reporting tracks our progress in delivering these. Below is a summary overview of our overall progress, as well as progress in each of the quadrants.

OVERALL PERFORMANCE

Waverley Council’s overall performance for 2014–15 in meeting targets set out in the Delivery Program 2013–17 and the Operational Plan 2014–15.

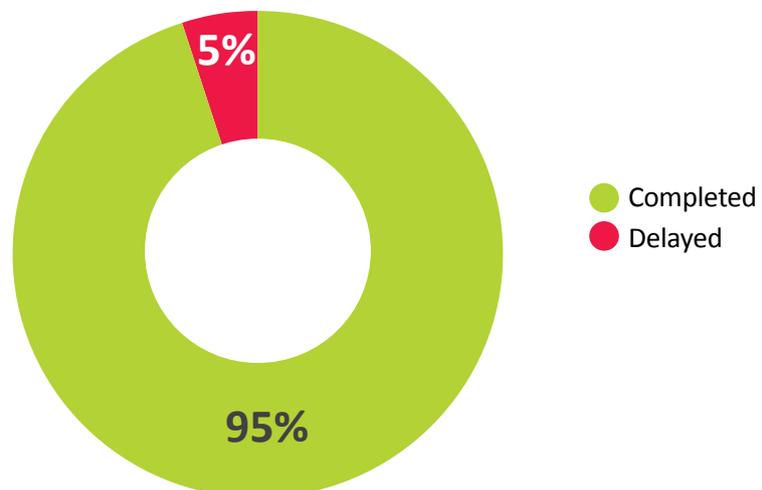
82 per cent of the overall actions were completed meeting set targets while 18 per cent were delayed or did not meet the target



WAVERLEY COUNCIL’S PERFORMANCE FOR 2014-15 BY QUADRANT

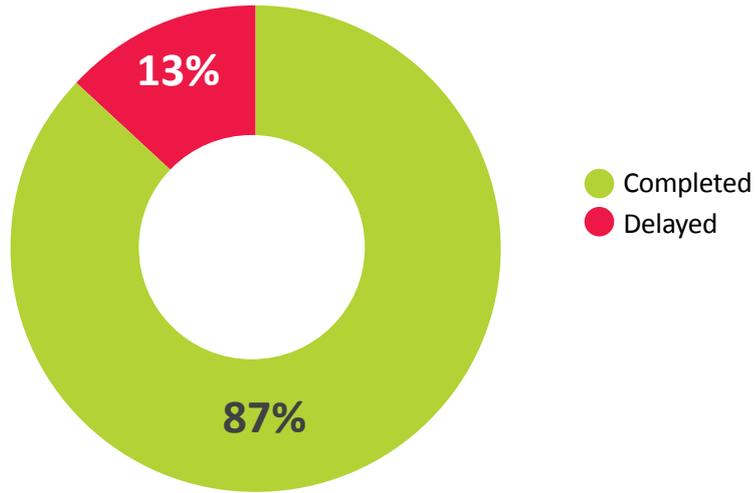
SUSTAINABLE COMMUNITY

95 per cent of the actions in Sustainable Community were completed meeting set targets while 5 per cent were delayed or did not meet the target



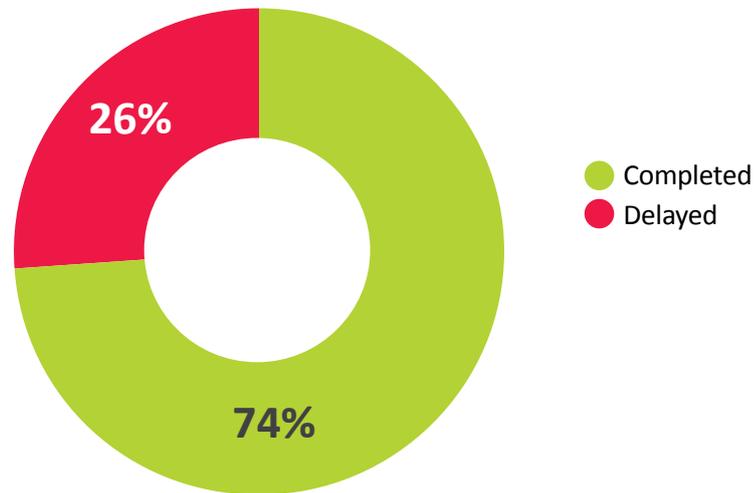
SUSTAINABLE LIVING

87 per cent of the actions in Sustainable Living were completed meeting set targets while 13 per cent were delayed or did not meet the target



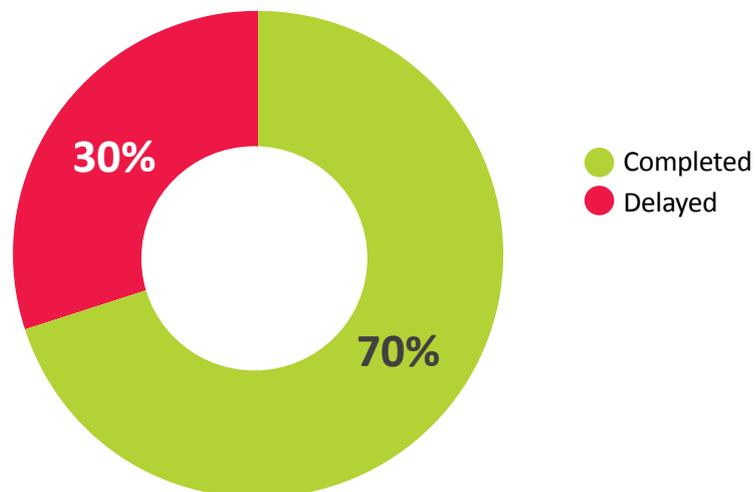
SUSTAINABLE ENVIRONMENT

74 per cent of the actions in Sustainable Environment were completed meeting set targets while 26 per cent were delayed or did not meet the target



SUSTAINABLE GOVERNANCE

70 per cent of the actions in Sustainable Governance were completed meeting set targets while 30 per cent were delayed or did not meet the target



**The Progress Report on Delivery Program 2013–17 can be viewed here*

FINANCIAL SNAPSHOT

Council's financial position as at 30 June 2015 was sound and stable.

HIGHLIGHTS

- \$180.02 million income from Continuing Operations
- \$119.93 Total Expenses from Continuing Operations
- \$60.08 million Net Operating Result for the year

INCOME STATEMENT

The income statement shows Council's income and expenditure during the 2014-15 financial year and is calculated using the following formula:

Total revenue - Total expenses = Net result

SOURCING OUR REVENUE ('000)



Other income	48,730	27.069%
Rates and annual charges	54,467	30.256%
User charges and fees	32,705	18.167%
Interest and Investment Revenue	2,890	1.605%
Other revenue	26,059	14.476%
Grants and Contributions (Operating Purposes)	8,225	4.569%
Grants and Contributions (Capital Purposes)	6,945	3.858%

IDENTIFYING OUR EXPENSES ('000)



Employee benefits and on-costs	56,269	46.917%
Materials and contracts	24,884	20.748%
Depreciation and amortisation	17,876	14.905%
Other expenses	20,752	17.302%
Borrowing costs	153	0.128%

AWARDS RECEIVED

In 2014–15, Council has received numerous awards as a recognition of innovative and outstanding performance across a range of areas including innovative planning, high quality and diverse community services, outstanding environmental leadership, excellent recreational facilities and strategic asset management. They include:

Type	Category	Project/Location
Local Government NSW Excellence in the Environment Awards (2013–14)	Resource Recovery Award	'Sort it Out' multi-unit dwellings project
Keep Australia Beautiful Clean Beaches Awards 2014	Overall NSW Clean Beaches Award Winner	Bondi
Keep Australia Beautiful NSW Blue Star Awards 2015	Current finalists for 'Hey Tosser' Litter Action Award (KOBBS campaign) and Waste Less, Recycle More Award	'Sort it Out' multi-unit dwellings project
National Keep Australia Beautiful Clean Beaches Awards	Environmental Sustainability Award	Bondi Beach
2015 NSW Architecture Award	2015 Heritage architecture conservation award	Bronte House restoration and management
2015 NSW Architecture Award	Urban Design	Tamarama Kiosk and Beach Amenities
Local Government Excellence Awards 2015	Highly Commended for the Special Projects Category	Alexandria Facility



GRANTS AND DONATIONS AWARDED

In 2014–15, \$632,534 was provided to community groups, organisations and individuals in accordance with Section 356 of the Local Government Act 1993. The funding details are listed below:

Grants /Donations	Amount
Councillors' Community Support	\$51,466
Resident Theatre Group	\$112,500
Waverley Youth Art Awards	\$3,870
Miscellaneous Festivals/Projects	\$248
Visual Arts – Artist in Residence	\$255
North Bondi Surf Club	\$15,000
Bondi Beach Surf Clubs	\$15,000
Bronte Beach Surf Club	\$15,000
Tamarama Beach Surf Club	\$27,500
Community Support	\$33,031
Recreation and Community Planning	\$100,701
Community Work Coordination	\$89,615
Youth Services	121,910
Youth Week	3,075
Civic Pride	500
Waverley Art Prize	8,000
Sustainability Education and Engagement	8,963
Literary Award	25,900
Total	\$632,534

GRANTS AND SPONSORSHIPS RECEIVED

In 2014–15, Council received a range of grant funding and sponsorships including:

GRANTS RECEIVED

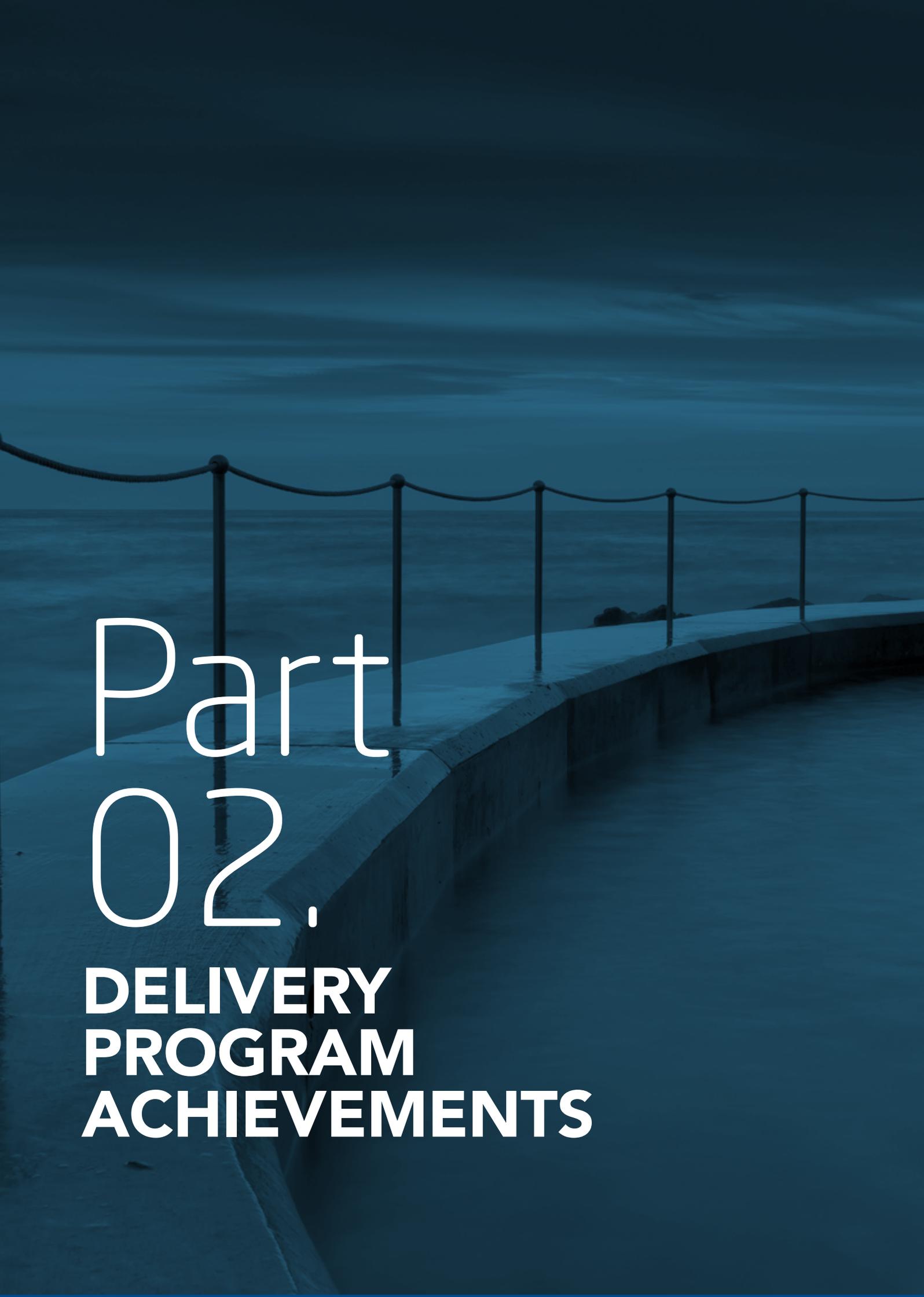
Grant Category	Purpose	Grant Amount
EPA Clean Up and Prevention Grant	Gathering illegal dumping baseline data	\$20,000
Salty Communities Grant	To buffer plantings at remnant vegetation sites	\$107,000
Public Reserves Management Fund Program (PRMFP)	For restoration of bushland in Marks Park	\$23,974
NSW EPA grant for Waverley Council (on behalf of Randwick, Waverley and Woollahra Councils)	The Business Waste Advisory Service (BinTrim) project	\$32,166
NSW Environmental Trust Grant	10% Challenge Project	\$10,000
Bondi Pavilion	Preserve Cultural Heritage	\$1,000,000
Community Heritage and Icons Grants	Eat, Pray Naches : Jewish Community Stories	\$9,500
NSW Sport & Recreation	Sports facility program (funding for the lighting at Waverley Park)	\$25,000
State Library Local Priority Grant	Library website focus on Local History Resources (Eat, Pray Naches)	\$47,869
Metropolitan Green Space Program 2013	Bondi Park Southern Footpath Upgrade – Capital Works Funding	\$58,830
Metropolitan Green Space Program 2014	Bondi Coast Walk Extension – Feasibility Planning Study	\$85,000
Community Building Partnership 2014	O'Donnell Street Reserve – Playspace Shade Structure	\$30,000
Community Building Partnership 2014 (Applied for by East Cricket Club)	Waverley Park Public Cricket Practice Nets	\$25,000
Roads to Recovery 2015/2016 Department of Infrastructure and Regional Development	Assist in the asset management of the road network	\$402,094
Total		\$1,876,433

SPONSORSHIPS RECEIVED

Sponsor	Project	Amount
Eastgate Shopping Centre	Global Table	\$ 5,000
Sweetheart Florist	Christmas on the Mall	Christmas Tree for Oxford Street Mall
Wentworth Courier	Brightest and Best Business Awards	Contra Sponsorship
Kwik Kopy (all printing)	Brightest and Best Business Awards	Contra sponsorship
Jimac (all trophies)	Brightest and Best Business Awards	Contra sponsorship
Mark Moran Vacluse	The Nib	\$ 5,000
Wentworth Courier	The Nib	Contra Sponsorship
Eastside FM	The Nib	Contra Sponsorship
Gertrude & Alice Cafe Bookstore	The Nib	Contra Sponsorship
Bondi Icebergs	The Nib	\$300

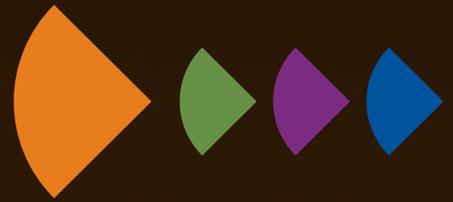






Part 02.

**DELIVERY
PROGRAM
ACHIEVEMENTS**



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.

YEAR IN REVIEW: HIGHLIGHTS

BONDI PARK, BEACH AND PAVILION PLAN OF MANAGEMENT ADOPTED AND \$1 MILLION GRANT FOR BONDI PAVILION

Council received a \$1 million grant from the Department of the Environment under Protecting National Historic Sites funding and completed the final adoption of Bondi Park, Beach and Pavilion Plan of Management. Council is undertaking a significant upgrade and heritage conservation project to maintain and enhance Sydney's iconic Bondi Pavilion at Bondi Beach. The work to be undertaken will implement the new Conservation Management Plan and meet the directions of the Bondi Park, Beach and Pavilion Plan of Management. Architects have been appointed for the Bondi Pavilion Upgrade and Conservation Project, the South Bondi toilet upgrade has been completed and the Stage 1A park upgrade works arising from the Plan of Management have commenced.

SENIORS CENTRE AT WAVERLEY

The Seniors' Centre runs a range of programs to assist older people to remain healthy, fit, active and socially connected. These programs attract 10 to 20 people for each activity. The programs held this year include:

- Mind and fitness program including yoga, pilates, line dancing and gentle exercises
- Wellness centre which includes podiatry services

- Social and educational program such as bus outings, art and craft, language classes and 'get-togethers' for various social and cultural groups

BRONTE HOUSE CONSERVATION PROJECT AND CONSERVATION PLAN COMPLETED

Council completed the \$1 million conservation project and developed the conservation management plan for Bronte House.

JEWISH COMMUNITY STORIES AND JEWISH ARTS PROGRAM

The Eat, Pray, Naches project is an initiative to showcase the contribution of the Jewish community to the Waverley area.

The themes of Eat, Pray, Naches (meaning joy, often associated with the feeling of pride in the achievement of others) emerged through an extensive community consultation that delved into both historical and contemporary ideas of what it means to be Jewish in Australia. More than 100 participants revealed intimate insights into their stories of migration to Waverley and have richly shared the food they eat, the prayers they spoke and the pride they felt in making a life for themselves in our young country through this program.

Jewish Arts Incorporated has received funding under Council's Small Grants Program to run a local communities Jewish Arts Program featuring dance, music, writing and visual arts.



MY AMAZING LIBRARY

In 2014, Waverley Library adopted the My Amazing Library Strategic Plan to enrich the Waverley Community through creative, future-focused library services, supporting lifelong learning and strong community connections. Key strategy implementation achievements include:

- A pop-up library in Biddigal Reserve in January 2015 provided an interactive space with new electronic resources, parasols,
- storytimes, crafts and traditional services. The project brought the library outside the traditional walls to the heart of the community.
- The first Waverley Library Graphic Novel Expo was held in June 2015 in partnership with Kinokuniya booksellers. The expo showcased a large selection of junior and young adult novels and comics. Members of our community were invited to choose titles for the Library to purchase. More than 40 people attended, helping to select \$3,000 worth of new library materials.
- A redesign of our Library website and digitising of ratebooks are underway. The attractive and modern Library website will be easy to use, better promote library services and events and increase interaction with our patrons. Waverley Library completed digitising 128,000 images of ratebooks from 1925—1964.

HOW WAVERLEY LIBRARY COMPARES STATE WIDE

Visits to Central Library

Waverley	529,021
State Average	186,096

Central Library Opening Hours

Waverley	67
State average	50.08

Circulation

Waverley	536,182
State Average	445,303

Adult nonfiction circulation

Waverley	111,228
State average	57,742

Children's picture books

Waverley	88,069
State average	54,907

E audio books downloaded

Waverley	4,203
State average	2,239



RENEWED FUNDING AND SERVICE REVIEWS

Council secured grants totalling \$829,000 to support the continued provision of community services this year. The funds received will be allocated to a range of services including affordable housing, aged care services, development and management of high-quality early education centres, disability support services, social, cultural and recreational programs, and to offer engaging and stimulating events in 2015–16.

Substantial changes are underway in how services are provided to older people and people living with a disability. The introduction and roll out of the National Disability Insurance Scheme with person-centred or consumer-directed care will result in major funding reform.

Council reviewed its services that will be affected by these changes. As part of this review, and in response to declining client numbers, Council's Meals

on Wheels (MoW) service closed in June 2015 after successfully transitioning all of its clients to three community-based local providers. Many of our volunteers have continued their support to residents by joining other service providers. Alternate options and a new business model to operate financially sustainable, high quality services for older people and people with a disability are currently being developed.

INNOVATE RECONCILIATION ACTION PLAN 2015–2016

In October 2014, Council adopted its first Reconciliation Action Plan which received endorsement from Reconciliation Australia. The Reconciliation Action Plan (RAP) is Council's commitment to national reconciliation efforts. The RAP's strategies and actions are aimed at improving outcomes for Aboriginal and Torres Strait Islander people in our community. Of a total of 49 actions, 26 actions

were completed after six months while the remaining actions are scheduled to be addressed in the second year of the Plan.

LANGUAGE AIDE PROGRAM

Seven Language Aides for languages such as Japanese, Russian, Spanish, Portuguese, Cantonese and Mandarin are made available to improve the customer experience with Council for people whose first language is not English. Customer Service Staff attended a refresher briefing on the Language Aide program and the Telephone Interpreting Service (TIS) in July 2014.

*There were
529,021 visits
to Waverley
Library in
2014/15*



SUSTAINABLE LIVING

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

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.

YEAR IN REVIEW: HIGHLIGHTS

THE WAVERLEY ECONOMIC DEVELOPMENT STRATEGY 2015–2020.

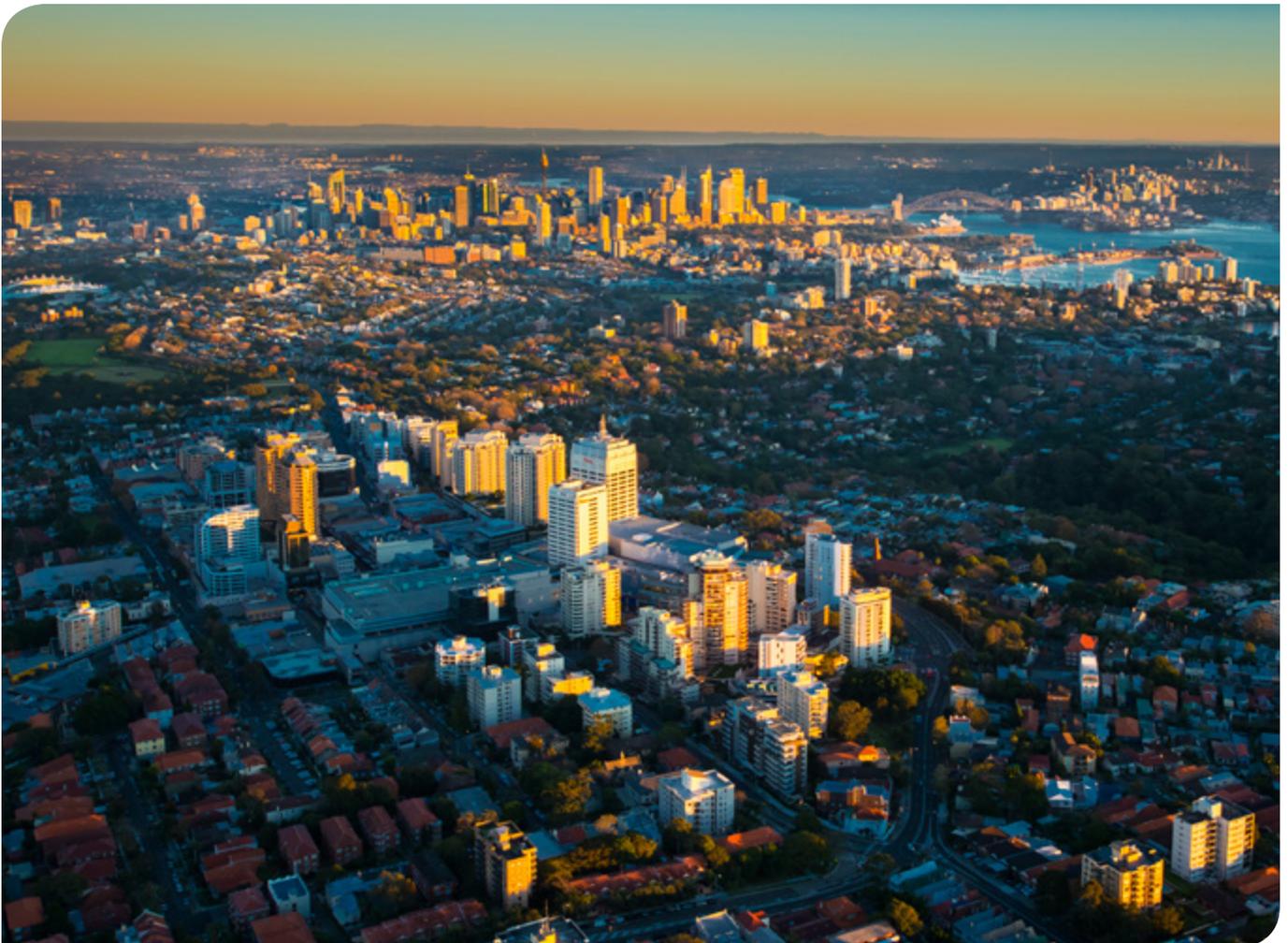
The first Economic Development Strategy for Waverley was developed this year to cement Bondi Junction's position as the economic heart of Sydney's Eastern Suburbs and deliver the vision of a prosperous Waverley with a vibrant, sustainable and progressive economy. This five year strategy will promote economic diversity, grow local and knowledge-intensive jobs, attract investment and retain existing business.

Future economic development initiatives will include:

- Destination marketing
- Place management
- Destination development
- Improving competitiveness
- Increasing diversity
- Industry partnerships
- Government partnerships
- Reducing barriers
- Business support

Collaboration is at the heart of the Economic Development Strategy with emphasis on the three levels of government, our community and businesses as project delivery partners.

Implementation of the Waverley Economic Development Strategy will commence in the 2015–16 year with a number of initiatives fast-tracked in response to business and community needs.





Artist impression

WEST OXFORD STREET PRECINCT PLAN

An ideas-driven investigation project, the West Oxford Street Precinct Plan focuses on the western end of Oxford Street, Bondi Junction. This project forms part of a broader strategic

approach to planning in Bondi Junction, which the State government has identified as one of the key sub-regional centres across Sydney. Council resolved to further investigate a number of the ideas that were generated by this project including considerations of changes to the road network in the

area to improve the function of the intersection of York Road, Oxford Street and Syd Einfeld Drive and a possible roundabout on Grafton Street to improve access/egress to Syd Einfeld Drive.

44 URBAN POP UPS

The Urban Pop Ups project demonstrates leadership by building 'real projects' to provide a physical platform for our community and stakeholders to experience and test the principles of strategic changes for the future. These projects aim to challenge public perception by trialling temporary fast-paced, small projects and uses the outcomes to inform future urban planning strategies and practices.

A series of Urban Pop Ups ranging from temporary spaces for parklets, interactive public art installations, anti-graffiti murals, wayfinding signage and active play spaces to exhibit urban planning ideas through public participation were implemented this year. Urban Pop Ups at Waverley introduce art and design into the streetscape and promote health.

BEACH CLEANING AT NIGHT

The Night Cleaning of Beaches program was launched in September 2014. This initiative

addresses safety issues such as a beach rake operating during the day, to litter remaining on the beach overnight. This program runs seven days a week in summer and from Monday to Thursday during winter. Council is currently exploring options to expand this initiative to other cleaning and maintenance programs such as amenity and toilet cleaning, malls and cleaning of bins.

DOG OFF LEASH AREAS

Council adopted five dog off leash areas after a trial period in 2014–15.

These areas include:

- Marks Park
- Dickson Park
- Hugh Bamford Reserve
- Bronte Park
- Waverley Park

PARKING PRICING REVIEW

Council, at its meeting in May 2014, voted in support of a review into Waverley's on and off-street parking prices. A series of recommendations proposed by the working group, established to

review Waverley's parking prices, were adopted by Council at its meeting in March 2015.

The majority of the changes to on and off-street parking pricing were rolled out from June 2015. Some of the changes include:

- A reduction in the rate of parking on Bronte Road from \$6.60 to \$4 per hour (all year round)
- Reduced hours of meter operation from 7am–12am to 7am–10pm at Bondi Beach
- Free parking on Sundays on Grafton Street in Bondi Junction
- The free parking period at the Library increased to 2 hours by validation (validators installed at Library and Mill Hill)
- 25 per cent discount to the first permit price for pensioners and concession card holders.

Council will be investigating options for 15 minute or 30 minute free parking in Waverley and ways to substantially increase the number of motorcycle parking spaces in the forthcoming months.





SUSTAINABLE ENVIRONMENT

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

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.



Bondi Beach

YEAR IN REVIEW: HIGHLIGHTS

AWARD-WINNING MULTI UNIT DWELLING 'SORT IT OUT' PROJECT

Residents in 14 properties in the Bondi Basin areas were engaged in the survey and audit research to understand and identify recycling habits of people residing in multi-unit dwellings (MUDs). The findings of the survey and audit research combined with 'Brains Trust' external workshops and a best-practice evaluation process helped us to develop more effective strategies to increase recycling rates. This project won Local Government NSW Excellence in the Environment Awards in the Resource Recovery Category.

KEEPING OUR BEACHES BEAUTIFUL

The Keeping Our Beaches Beautiful (KOB) Campaign organised last summer raised awareness and action on litter prevention. The campaign included a range of initiatives such as:

- "Did You Pick Up Today?" communications on buses
- Signage and in print advertising
- Time-lapse video featuring Council's litter reduction initiatives and encouraging people to correctly dispose of rubbish and recycle

- Creative children's activities
- Extra Clean-Up Crew members on the sand
- Litter audits.

SUSTAINABILITY BY THE SEA

A Sustainability by the Sea event launched in March 2015. Local sustainability experts and environment professionals from multiple sectors attended this event to discuss 'blue sky' ideas for Waverley. This workshop explored environmental aspirations which will be converted to practical locally led projects. This workshop was attended by 40 people.

CARING FOR OUR NATURAL BUSHLAND

More than 10,000 native plants were planted in our parks and reserves including Diamond Bay, Waverley Cemetery and Hugh Bamford Reserve this year. This initiative incorporates Council's program to restore native bushland to Bronte Gully and improve the condition of the almost six hectares of remnant bushland in Waverley. Substantial work has been undertaken in removing environmental weeds and planting tubestock to provide a good quality environment for local biodiversity. Further restoration plantings are planned in the forthcoming months.



REGIONAL ENVIRONMENT PROGRAM

- 325 Waverley residents joined Compost Revolution to receive a subsidised compost bin or worm farm as part of a joint Council Environment Program comprising of Waverley, Randwick and Woollahra councils.
- 77,000 litres of water were saved per day through the Sustainable Business Program.
- Funded by a grant from the Environment Protection Authority, the BinTrim (Business Waste Advisory Service) project was launched to help businesses reduce the volume of material going to landfill. 72 businesses at Waverley have received free waste assessments with more than half taking actions to increase recycling, change waste contractors or improve their day-to-day waste handling management.

- The 10% Challenge Project was launched to help households reduce their energy use and save money on quarterly electricity bills. More than 130 residents were engaged with 67 of them undertaking energy efficiency assessments. Some residents were able to reduce energy consumption by 57 per cent.
- Design of a new state-of-the-art stormwater recycling system at Tamarama Gully to collect, clean and recycle polluted stormwater was completed this year. This system will provide an additional 14 million litres of recycled water each year for park irrigation and toilet flushing at Tamarama Beach.

IMPROVING WATER QUALITY AND RECYCLING

- Gross pollutant traps installed in Waverley have captured 43 tons of litter, leaves and sediment, reducing pollution and improving water quality of our beaches.
- Stormwater and groundwater recycling at multiple locations including Bondi and Bronte has generated 113 million litres of treated recycled water to keep our parks green and our public amenities clean. Two new raingardens were installed at Bondi Junction to help reduce stormwater pollution.

OUR COMMUNITY ENGAGEMENT

Council undertook a number of community consultations to gain a better understanding of community views on sustainability, waste and recycling and biodiversity this year. These initiatives included:

- Community Sustainability survey, received 490 responses
- 'Let's Talk about Waste', received 160 responses
- Biodiversity and Bushcare, survey received 72 responses

Outcomes from these surveys are being built into strategies on how we best engage and communicate to our target audiences.

FACILITIES ON SOLAR

Council installed solar power systems at five sites to help reduce Council's carbon footprint and electricity costs. These sites include:

- Gardiner Early Education Centre
- Bondi Beach Early Childhood Health Centre
- Bronte Early Education Centre
- Waverley Early Education Centre
- Alexandria Integrated Facility

There are 11 solar power systems on Council facilities with a total capacity of 153.25 kW. These have the potential to generate around 219,000 kW hours of renewable energy equivalent to powering 30 average Australian homes each

year, save more than \$55,000 on energy bills, and help avoid 219 tons of greenhouse gas emissions.

BUILDING A SUSTAINABLE FUTURE FOR BONDI JUNCTION

The Strategic Plan to reinvigorate the Bondi Junction centre into a vibrant urban showcase of environmentally efficient buildings, low carbon energy-efficient waste management, and recycled water infrastructure is underway. This plan is developed with \$130,000 of funding support from the NSW Government's Planning Reform Fund. The working groups on this initiative include:

- The Building Futures Partnership comprising 15 key property owners and industry groups are

working with Council to help improve the energy, water and waste efficiency of existing and new building

- A Technical Working Group comprising of independent utilities, government representatives and independent experts will guide the research and delivery of the best technical solutions
- The Bondi Junction Green Infrastructure Masterplan will map the energy, waste and water initiatives to be implemented.
- Independent research has commenced into innovative waste solutions to inform this Masterplan, with further energy and water studies expected to be undertaken in 2015–16.





SUSTAINABLE GOVERNANCE

This quadrant refers to practices, policies and procedures that aid in the efficiency, transparency and accountability of Council operations. They ensure we're governed well with 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 and 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.

YEAR IN REVIEW: HIGHLIGHTS

ALEXANDRIA INTEGRATED FACILITY

Council received the NSW Local Government Excellence Awards for the Activity Based Working (ABW) initiative at the Alexandria Integrated Facility (AIF). ABW is a shared initiative with Woollahra Council that enables employees to work together, responsibly and creatively in an engaging way. Waverley is the first council in Australia to introduce this style of working at a works facility. This initiative is reflective of Waverley's capability to adapt to changing business requirements and provide staff with the tools, systems and resources to address the changing needs of the community and landscape of local government.

A purpose-built Safety Management System was developed and implemented separate to each council's broader safety systems. Through joint consultation with both councils, a Workplace Improvement Committee was established. The Committee created and maintains

a Workplace Improvement Register which tracks all corrective actions, hazards and workplace issues. Since opening in December, staff have identified and successfully actioned 84 improvement opportunities making the Alexandria Integrated Facility safer, efficiently operated and more environmentally friendly. Processes and procedures that were developed specific to the AIF include consultation, site safety inductions, identification of hazards and incidents, workplace inspection, emergency and evacuation and electrical equipment inspection.

A custom-built website was also developed to service the AIF and satisfy the requirements for Council's document storage across two independent and secure sites.

Sustainability was a priority during design and construction of the new facility. Key eco features include:

- 20,000L rainwater tanks on a truck wash bay and an administration building supplying toilet flushing and garden irrigation
- Two electric vehicle recharge points
- A stormwater treatment system to prevent pollutants entering Alexandria Canal
- Double-glazing on windows
- A green travel plan to encourage the use of alternative means of transport
- 14 bicycle racks in a lockable area
- Lighting timers and sensors
- Energy-efficient light fittings
- Gas hot water systems
- Water-efficient fixtures
- Internal general, recycling and food waste collection bins
- Onsite compost bins.
- A large rooftop solar power system (84kW) estimated to generate 120,100kW hours of electricity each year

Alexandria Integrated Facility



CULTURE OPTIMISATION GROUP

Council initiated a Culture Optimisation program to create a culture that promotes high performance from employees and provides a great place to work. The program involved a culture survey that was undertaken in August 2014. The Executive Leadership Team (ELT) participated in an individual assessment called the Life Styles Inventory™ (LSI). LSI surveys were undertaken by the ELT and the Senior Leadership Team (SLT), followed by individual and group coaching to explore strategies for improving leadership effectiveness and impact on culture.

Council made substantial investments in learning and development activities to improve service efficiency and effectiveness on an ongoing basis. Following the Council restructure to a program-based organisation, a new capability framework was developed identifying core capabilities essential within the workforce. A new learning and development program named 'TREC into Waverley' was then developed addressing seven core capabilities, identifying key developmental skills and ensuring training courses were available to staff in 2015—16.

PROJECT MANAGEMENT OFFICE (PMO) ESTABLISHMENT

Established in September 2014, the Project Management Office aims to formalise and embed project management processes and improve project delivery across Council program areas. Based on Prince2 project management methodology, Council's Project



Management Framework outlines project management activities, checkpoints for approval, roles and responsibilities and clearly defined project delivery stages. Key works undertaken by PMO include:

- Establishment of a Council-wide project database for tracking project delivery and monthly reporting
- Finalisation of a Project Brief template that guides project planning and risk management
- Improvement of financial systems and processes in project budgeting and cost management

QUICK RESPONSE CODES

Council introduced Quick Response Codes on rates notices and produced an industry-leading data transfer system in partnership with BPAY and Rockend Technology this year. Waverley is the first council to introduce a Quick Response Code, which is a readable code that reduces administrative costs for multiple stakeholders. Key benefits of this initiative include:

- Ease in data transfer
- Reduction in administrative and manual entry cost
- Decrease in cheque reconciliation time.

EASY TO DO BUSINESS INITIATIVE

A number of initiatives were undertaken to make it easier to do business at Waverley this year. They include:

- Footpath seating process reviews are underway to improve internal approval processes and timeliness for business.
- A blanket Development Application and approval process for outdoor events were developed to ensure clear understanding of requirements and management of events.
- Small businesses were recognised as suppliers and faster payments were facilitated.
- Council joined the NSW Small Business Friendly Councils program – the integration of projects benefiting small businesses to Council's initiatives are in the pipeline
- Digital Business Strategy development is underway to provide services and information online.

NETWORK AND PHONE SYSTEM UPGRADES

Launched in August 2014, our network and phone system upgrades project involved upgrading and replacing ageing network and voice communications equipment at all Council sites. This has resulted in:

- Decreased operational downtime of network and server facilities
- Enhanced end user effectiveness
- Decreased IT operational issues
- Efficient utilisation of document management and other systems.

3D MODELLING TECHNOLOGY – UPGRADE OF TERRAIN AND BUILDING REPRESENTATIONS

A 3D interactive, digital model of the Bondi Junction City Centre was developed to aid in assessing development applications by enabling insertion of proposed developments into the city model to visualise the impacts on the streetscape and adjoining properties. The software allows Council to conceptualise proposed development controls for specific sites and assess the likely impacts of the proposal on the urban context. Benefits to the organisation include:

- Faster and improved quality of development assessments including accurate shadow comparison, view analysis and visual impact studies
- Greater transparency of proposed developments by allowing multiple stakeholders to clearly visualise proposed

developments and the true impacts on surrounding properties.

WORKPLACE HEALTH AND SAFETY (WHS)

For the third consecutive financial year, 2014—2015 saw a significant reduction in the number of workers compensation claims, days lost and cost of claims, further reducing Council's workers compensation premium by \$500,000.

A strong safety performance was achieved through the continued implementation of a new Safety Management System including Executive-endorsed policy and procedures detailing greater emphasis on accountability for WHS. A total of 101 WHS Training programs and sessions were delivered to over 670 staff including site safety inductions, First Aid, Emergency Management, asbestos awareness and safe work method statement on the job training. More than 50 hazards were identified with the relevant risk assessments being conducted and corrective actions completed. Newly developed and revised Policy and Procedures implemented across Council included:

- Managing hazards
- Incidents and 'near misses'
- Corrective actions
- First Aid
- Health and Wellbeing Program with a Calendar of Events.

Ten, monthly initiatives were implemented to support employee health and wellbeing. More than 200 staff participated in various fitness and wellness activities such as yoga, pilates, personal training, squash, heart health, skin checks, mental health awareness, influenza immunisation, walking groups and various Cancer awareness initiatives.

An Enterprise Risk Management Framework and System Design and Implementation was completed this year. The Framework and System includes a Risk Management Policy, Procedure, TRIM managed System and detailed Risk Registers for 15 sub-programs. This initiative assists Council in managing and mitigating organisational risk as well as embedding a system to review and report on its exposure. Action items and projects identified through this initiative will continue to be addressed in the next financial year.





Part 03.

**MEETING OUR
ADDITIONAL
STATUTORY
REQUIREMENTS**

AMOUNT OF RATES AND CHARGES WRITTEN OFF DURING THE YEAR 2014-15

The following Rates and Charges were written off during the year:

Assessment number	Ratepayer	Property Address	Particulars	Rates	Waste Charges	Extra Charges	Total
32729	Waverley Council	32-48 Denison Street, Bondi Junction	Rates for current financial year due to Council resolution 7 Oct, 2008	86,879.97			86,879.97
Various	Various	Various	Postponed 2009/10 rates and interest charges write off	1,395.02		907.21	2,302.23
Sub Totals:				88,274.99	0.00	907.21	89,182.20
Various			Pension Rebate Government Abandonment under Section 575	372,164.97			372,164.97
Various			Pension Rebate Council Abandonment under Section 582	114,743.30	201,558.39		316,301.69
Sub Totals:				486,908.27	201,558.39	0.00	688,466.66
Grand Totals:				575,183.26	201,558.39	907.21	777,648.86

MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor Fees and Expenses	Amount
Mayoral and Councillor Fees	\$254,269.08
Miscellaneous Expenses	\$175,617.86
Dedicated Office Equipment	\$33,586.54
Telephone Calls (Mobile and Landline)	\$17,906.72
Conferences and Seminars	\$15,982.10
Training Expenses	0
Interstate Visits	1,816.36
Overseas Visits	0
Spouse Expenses	0
Provision for Childcare	0

GENERAL MANAGER AND SENIOR STAFF REMUNERATION

As at 30 June 2015, the General Manager's and Senior Staff total remuneration, including salary, non-cash benefits, superannuation and fringe benefits tax is detailed below:

Position	Total remuneration including all benefits
General Manager	\$348,909
Senior Staff (4 Directors*)	\$804,493

The total remuneration includes:

- I. The total value of the salary component of their package
- II. The total amount of any bonus payments, performance payments or other payments made that do not form part of the salary component of their package
- III. The total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor
- IV. The total value of any non-cash benefits for which any of them may elect under their package
- V. The total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits

**Council underwent a restructuring in June 2014 and the number of directors was reduced to 3 during the year*

REPORT ON INFRASTRUCTURE ASSETS

Asset Category	Estimated cost to bring up to a satisfactory standard Refer (1)	Required Annual Maintenance Refer (2)	Actual Maintenance 2014/15 Refer (3)	Written Down Value (WDV) Refer (4)	Assets in Condition as a % of WDV Refer (4), (5)				
					1	2	3	4	5
BUILDINGS									
Council Offices / Administration Centres		239	257	10,235	0%	100%	0%	0%	0%
Council Works Depot		191	274	11,148	98%	2%	0%	0%	0%
Council Public Halls		149	121	26,314	0%	90%	10%	0%	0%
Libraries		206	220	27,259	0%	100%	0%	0%	0%
Cultural Facilities		440	535	13,051	4%	88%	8%	0%	0%
Other Buildings		906	898	43,205	0%	89%	11%	0%	0%
Specialised Buildings (Amenities)		463	267	4,326	0%	74%	26%	0%	0%
Sub total	-	2,594	2,572	135,538	8.4%	84.5%	7%	0.0%	0.0%

OTHER STRUCTURES									
Other Structures	1,800	195	81	5,717	48%	17%	8%	27%	0%
Other									
Sub total	1,800	195	81	5,717	48%	17%	8%	27%	0%

ROADS									
Sealed Roads Surface	1,475	4,006	3,403	56,347	35%	55%	7%	2%	0%
Sealed Roads Structure	0	0	0	72,069	0%	0%	100%	0%	0%
Footpaths	1,750	1,839	1,327	33,818	50%	35%	15%	1%	0%
Kerb and Gutter	807	35	57	67,458	47%	36%	14%	3%	0%
Other Road Assets	264	345	220	17,673	43%	47%	9%	1%	0%
sub total	4,296	6,225	5,007	247,365	30.9%	30.5%	37.1%	1.5%	0%

REPORT ON INFRASTRUCTURE ASSETS CONTINUED...

Asset Category	Estimated cost to bring up to a satisfactory standard Refer (1)	Required Annual Maintenance Refer (2)	Actual Maintenance 2014/15 Refer (3)	Written Down Value (WDV) Refer (4)	Assets in Condition as a % of WDV Refer (4), (5)				
					1	2	3	4	5
STORMWATER DRAINAGE									
Stormwater Conduits	251	76	55	75,523	12%	71%	17%	0%	0%
Inlet and Junction Pits	57	332	242	17,529	21%	75%	4%	0%	0%
sub total	308	408	297	93,052	13.7%	71.8%	14.6%	0%	0%

OPEN SPACE/ RECREATIONAL ASSETS									
Other Open Space/ Recreation Assets	1,690	5,864	5,822	49,062	32%	43%	23%	2%	0%
sub total	1,690	5,864	5,822	49,062	32%	43%	23%	2%	0.0%

Total – All assets	8,094	15,286	13,779	530,734	22.4%	52.5%	23.9%	1.2%	0.0%
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Notes:

- (1). Satisfactory is defined as “satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate”. The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset to ensure that it is in a satisfactory standard. This estimated cost should not include any planned enhancements (ie.to heighten, intensify or improve the facilities).
- (2). Required Annual Maintenance is “what should be spent to maintain assets in a satisfactory standard.
- (3). Actual Maintenance is what has been spent in the current year to maintain the assets. Actual Maintenance may be higher or lower than the required annual maintenance due to the timing of when the maintenance actually occurs.
- (4). Written Down Value is in accordance with Note 9 of Council’s General Purpose Financial Statements
- (5). Infrastructure Asset Condition Assessment “Key”

1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required
4	Poor	Renewal required
5	Very Poor	Urgent renewal/upgrading required

REPORT ON INFRASTRUCTURE ASSETS

\$'000	Amounts 2015	Indicator 2015	Prior Periods	
			2014	2013
1. Building, Infrastructure & Other Structures Renewals Ratio				
Asset Renewals (Building, Infrastructure & Other Structures) ⁽¹⁾	10,094	64.80%	62.68%	60.35%
Depreciation, Amortisation & Impairment	15,576			
2. Infrastructure Backlog Ratio				
Estimated Cost to bring Assets to a Satisfactory Condition	8,094	1.53%	2.62%	2.03%
Total value(2) of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	530,734			
3. Asset Maintenance Ratio				
Actual Asset Maintenance	13,779	0.90	1.17	1.03
Required Asset Maintenance	15,286			
4. Capital Expenditure Ratio				
Annual Capital Expenditure	11,323	0.63	1.53	1.51
Annual Depreciation	17,876			

Notes

- (1) Asset Renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building, infrastructure & Other Structure assets only.
- (2) Written Down Value

GOVERNMENT INFORMATION (PUBLIC ACCESS)

The Government Information (Public Access) (GIPA) Act 2009 requires councils to prepare an annual report on their obligations under the Act. Set out on the following pages is a summary of Waverley Council's Access to Information Applications for 2014–2015.

[Details of the review carried out by the agency under Section 7 \(3\) of the Act during the reporting year and the details of any information are made publicly available by the agency as a result of the review.](#)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Our agency's program for the proactive release of information involves ongoing liaison with Council departments, encouraging proactive release of information.

During the reporting period, Council reviewed this program by annual cross-organisational communication seeking all departments to identify and release information proactively.

Council released the following information proactively by regularly updating Council's website to inform and keep the community abreast of issues that potentially may have a significant impact in the local government area as follows:

- Local Government Reform – Fit for the Future
- The Bondi Junction Cycleway/ Streetscape (part of Complete Streets Program) preliminary design, including collection of community comment
- Improvements to Waverley Park
- Bronte RSL Club (113 Macpherson Street, Bronte) – planning proposal
- 105 Wellington Street, Bondi (Tennis Courts) – planning proposal
- Clause 6.7: Solar access to public places in Bondi Junction – Council initiated planning proposal
- Waverley LEP (Housekeeping amendment) – Council initiated planning proposal
- Waverley Development Control Plan 2012 (Amendment No 3) – Annual housekeeping review
- Waverley Development Contribution Plan 2006 (Amendment No 6)
- Waverley Council Planning Agreement Policy 2014
- Waverley Bowling Club (163 Birrell Street, Waverley) – planning proposal subsequently withdrawn.
- 194–204 Oxford Street, Bondi Junction – Planning Proposal
- Calendar of Events in the Waverley local government area
- Anzac Centenary 2015 – Program of Events
- School Holiday Programs
- Local Hero Awards
- Bondi Junction Vision
- Civic Heart Project
- Bondi Park, Beach and Pavilion Plan of Management
- Waverley Cemetery
- Have Your Say – On-line Community Engagement Forum
- Urban Interventions – Bondi Junction

Total number of access applications received by the agency during the reporting year

(including withdrawn applications but not including invalid applications)

Council received a total of 21 formal access applications (including withdrawn applications but not an invalid application) during the reporting year.

The total number of refused applications for Schedule 1 information

During the reporting period, our agency refused one formal access application because the information requested was information referred to in Schedule 1 of the GIPA Act. In relation to that application only part of the application was refused.

**TABLE A:
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether Information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	1	1	0	0	0	0	0	0
Private sector business	0	1	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	3	0	3	0		0	1
Members of the public (other)	1	3	4	0	0	0	0	0

**More than one decision can be made with respect to a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.*

TABLE B:
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether Information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	5	8	4	3	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

The total number of decisions in Table B should be the same as Table A.

TABLE C:
INVALID APPLICATIONS

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

**TABLE D:
CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST
DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

**More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.*

**TABLE E:
OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED
IN TABLE TO SECTION 14 OF THE ACT**

	Number of occasions when application not successful
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

**TABLE F:
TIMELINESS**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	21
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	21

**TABLE G:
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	1	0	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	1	1	2

**The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.*

**TABLE H:
APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0



PUBLIC INTEREST DISCLOSURES

There were four public interest disclosures received by Waverley Council in 2014–15.

Council has a public interest disclosure policy in place, called the Internal Reporting Policy and Investigation Process, which was revised in November 2013.

Council has taken the following action to ensure staff awareness responsibilities under section 6E(1) (b) of the Act:

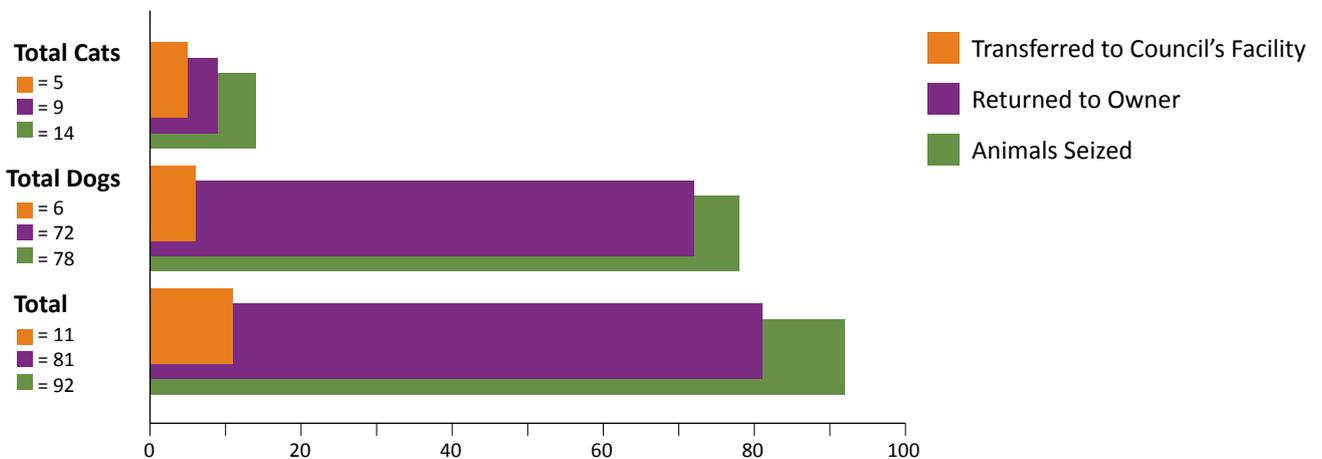
- The revised policy was adopted by Council in December 2013 to ensure compliance with all aspects of the Act
- The revised policy has been placed on Council's intranet and internet
- Briefings are provided to all new staff as part of the induction process
- Work Groups within Council have been briefed on the new provisions as part of staff training

Council adopted a revised Privacy Management Plan in June 2013 which is made available on Council's website. One privacy management complaint was received in 2014–15.

COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATION

The statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation for this year includes:

- 92 animals were seized, of which 81 animals were returned to the owner and 11 animals were transferred to Council's pound facility.



- 15 dog attacks were reported during the year via the companion animal register.
- Changes in signage regarding dogs in the park were implemented at the following parks:
 - Waverley Park
 - Bronte Park
 - Marks Park
- Flyers were handed out and park users were educated on the changes to signage at these parks.
- Council uses a pound facility with a 'low kill' policy in place. Council's pound seeks authorisation from Council before any euthanasia is carried out (except in emergency situations).

AMOUNT INCURRED IN LEGAL PROCEEDINGS

In 2014–15, Council spent a total of \$705,896 on legal expenses (legal representation plus consultation) relating to planning matters under the provisions of the Environmental Planning and Assessment Act 1979. Council received an amount of \$18,500 as section 97B costs.

Council spent an additional \$17,323.53 on cases linked to dog attacks. The details of legal proceedings is set out below.

LEGAL PROCEEDINGS RELATING TO PLANNING MATTERS

Property	Issue	Status	Results
34 Imperial Avenue, North Bondi	Class 1 – s96 – Approval - Modification to delete indoor pool – delete condition 3B (use of communal cabana only between 7am–10pm and sign displaying those hours of use) and 3C - the cabana shall not be used as a separate residence and shall not be provided with a toilet or bathroom.	Finalised	S34 Agreement between the parties
344–348 Oxford Street, Bondi Junction	Class 1 – Deemed Refusal - Demolition of existing structure and construction of a mixed use building with basement parking.	Finalised	Appeal upheld with conditions
86 Blair Street, North Bondi	Class 1 – Deemed Refusal - s96AA (s34 Agreement) - Rear first floor extension.	Finalised	Appeal upheld with conditions
Swiss Grand Hotel, 180–186 Campbell Parade, Bondi Beach	Class 1 – s96 – Refusal - Modifications including additions to units 505 and 506 at the uppermost level. Development and Building Unit: Refusal Waverley Development Assessment Panel: Refused	Finalised	Appeal dismissed
403–405 Old South Head Road, North Bondi	Class 1 – Appeal against condition 2B: The proposed extension of the terrace at the uppermost floor of the building is not approved. In this regard, the terrace is to remain as per the previously approved plans of DA – 152/2013. Development and Building Unit: Approval with no condition 2B Waverley Development Assessment Panel Imposed 2B	Finalised	Appeal upheld with conditions

Property	Issue	Status	Results
334–334A Bondi Road, Bondi	Class 1 – Deemed Refusal - Demolition of existing buildings and construction of a new residential flat building with 22 apartments.	Finalised	Notice of Discontinuance filed
7/6 Moore Street, Bondi	Class 1 – Refusal - Construction of new roof terrace and external stair for Unit 7 of existing residential flat building. Assess: Refusal Development and Building Unit: Refused	Finalised	Notice of Discontinuance filed
64 Plowman Street, North Bondi	Class 1 – Refusal - s82a Review of refusal for parking in front yard of dwelling. Development and Building Unit: Approval Waverley Development Assessment Panel: Refused	Finalised	Appeal dismissed
140 Ramsgate Avenue, North Bondi	Class 1 – Refusal - Alterations and additions including new attic floor, front entry and rear yard pergolas. Development and Building Unit: Refused	Finalised	s34 Agreement between the parties
91–93 Old South Head Road, Bondi Junction	Class 1 – Deemed – Refusal - Demolition of existing building, construction of a four-storey residential flat building with seven units, basement carparking, landscaping and strata subdivision.	Finalised	Appeal upheld with conditions
17 Wonderland Avenue, Tamarama	Class 1 – Deemed Refusal - Demolish existing residential flat building and construction of new four-storey residential flat building comprising five units, including basement carparking and strata subdivision.	Finalised	s34 Agreement
334–334A Bondi Road, Bondi	Class 1 – Deemed Refusal - Demolition of existing buildings and construction of a new residential flat building with 22 apartments.	Ongoing	
Robin Hood Hotel 203–209 Bronte Road, Waverley	Class 1 – s96(8) – Modification of LEC Condition 25 – Fire Safety Upgrading Works	Finalised	s34 Agreement between parties before hearing
Swiss Grand Hotel, 180–186 Campbell Parade, Bondi Beach	Class 1 – Appeal against Commissioner Brown’s judgment.	Finalised	Appeal dismissed
1/21 Gaerloch Avenue, Tamarama	Class 1 – Refusal - conversion of garage into bedroom and construction of a first floor balcony. Development and Building Unit: Refusal Waverley Development Assessment Panel: Refused	Finalised	s34 Agreement between parties

Property	Issue	Status	Results
34 Imperial Avenue, Bondi	Class 1 – Deemed Refusal – Conversion of garage into bedroom and construction of a first floor balcony.	Finalised	Appeal dismissed
86 Blair Street, North Bondi	Class 1 – Deemed Refusal – s96AAA Modification to court consent including ground and first floor extension, new terrace above garage and changes to first floor balcony.	Finalised	s34 Agreement between parties
18 Kenneth Street, Tamarama	Class 1 – Deemed Refusal – Section 96AAA (3) Modification to a residential flat building including extend the front balconies, move ground floor rear wall to the rear, provision of a rooftop terrace, a second driveway crossover and internal configuration changes.	Finalised	s34 Agreement between parties
22 Dellview Street, Tamarama	Class 1 – Refusal – Construct a vehicular access ramp/driveway across the existing verge to Dellview Street providing access to hardstand car spaces located in the front setback of 20 and 22 Dellview Street. Development and Building Unit: Refusal Waverley Development Assessment Panel: Refused	Finalised	Appeal dismissed
84 Queens Park Road, Queens Park	Class 1 – Deemed refusal – Modifications including increase to the ridge height, porch and window modifications to dwelling house.	Finalised	Discontinued
10 Lyons Street, Dover Heights	LEC Judicial Review – Orders sought: In granting consent, Council was illogical, irrational and/or lacking a basis in findings or inferences of fact supported on logical grounds. The granting of consent was manifestly unreasonable. Council relied upon erroneous material submitted by 10 Lyons in relation to the impact on views of 12 Lyons Street.	Finalised	Finalised by the Consent Order in which the Class 4 proceedings were withdrawn and dismissed.
21 Kenneth Street, Tamarama Not DA appeal LEC: 23/3/14	Class 2 – Appeal against Council’s refusal of an application for an exemption pursuant to s22 of the Swimming Pools Act 1992 (NSW) on 3 March 2015.	Ongoing	
30–36 O’Brien Street, Bondi Beach	Class 1 – Deemed Refusal (deferred) – Demolition, amalgamation of four lots, construction of a four-storey residential flat building with basement carpark, landscaping and strata subdivision.	Ongoing	

Legal proceedings relating to planning matters continued...

Property	Issue	Status	Results
1 Jaques Avenue, Bondi Beach	Class 1 – Refusal - Section 96 modification to approved residential flat building including an additional unit on upper level at the rear. Assess: Approval Waverley Development Assessment Panel: Refused	Ongoing	
48–50 Penkivil Street, Bondi DA: 249/2014 LEC: 15/4/15	Class 1 – Refusal – Additional two storeys & alterations to residential flat building. Assess: Refusal Waverley Development Assessment Panel: Refused	Finalised	Notice of Discontinuance filed
253–255 Oxford Street, Bondi Junction	Class 1 – Deemed refusal – Amending DA For two additional levels for approved mixed use building, including proposed Planning Agreement.	Ongoing	
132 Hewlett Street, Bronte	Class 1 – Deemed refusal – Amending development application for a second floor addition, deck and internal modifications to the approved dwelling.	Ongoing	
18 Military Road, North Bondi	Class 1 – Refusal – Alteration and additions to an existing residential flat building to provide a three-storey development, comprising seven units over three car parking spaces at lower ground level. Development and Building Unit: Approval Waverley Development Assessment Panel: Refused	Ongoing	
89 Watson Street, Bondi	Class 1 – Deemed refusal – Ground floor rear addition to dwelling house and ground floor addition to granny flat at rear.	Ongoing	
63 Fletcher Street, Tamarama	Class 1 – Refusal – Amended plans for demolition of existing building and construction of a part four/part five-storey residential flat building with 16 dwellings and basement parking. Development and Building Unit: Refused Waverley Development Assessment Panel: Refusal	Ongoing	
637–639 Old South Head Road, Rose Bay	Class 1 – Deemed refusal – Demolition of dwelling houses and construction of a residential flat building with basement parking and storage, landscaping and strata subdivision.	Ongoing	

Property	Issue	Status	Results
87–89 Glenayr Avenue, Bondi Beach	Class 1 – Deemed Refusal (deferral) - Demolition of structures and construction of 2 x three-storey (plus attic) mixed use buildings containing ground level retail, total of 19 apartments and basement carpark.	Ongoing	
34 Imperial Avenue, Bondi	Class 1 – s96AAA – Deemed refusal - Strata subdivision of dual occupancy.	Ongoing	
86 Blair Street, North Bondi	Class 1 – s96AAA – Deemed refusal - Strata subdivision of existing dual occupancy development	Ongoing	
26–30 Ocean Street, Bondi	Class 1 – Deemed refusal - Balcony enclosures to unit 26 and 29 of a residential flat building	Ongoing	
36–38 Ocean Street, Bondi	Class 1 – Deemed refusal - (deferral) - Demolition and construction of a nine- storey residential flat building with 32 units (including 9 affordable housing units), basement parking, tree removal and strata subdivision.	Ongoing	
31 Cuthbert Street, Queens Park	Class 1 – Refusal - Demolition of existing dwelling and construction of a new part two/ part three-storey dwelling including swimming pool and garage to rear laneway. Development and Building Unit: Approved/ Deferred Waverley Development Assessment Panel: Refused	Ongoing	

LEGAL PROCEEDINGS RELATING TO COMPANION ANIMALS

Property	Issue	Status	Results
Mohr v/s Waverley Council Waverley Local Court	Dog attack	Finalised	The accused was fined \$1,000 and an order to pay \$3,000 for Council's legal costs.
Mohr v/s Waverley Council District Court	Dog attack	Finalised	Appeal withdrawn – Mohr paid Council \$3,750 for legal costs for both matters.
Dixon v/s Waverley Council Waverley Local Court	Dog attack	Finalised	Court ordered to permit the orderly control of the dog in public places. The court ordered the dog is to be in the sole charge of a competent person by means of an adequate collar, chain cord and/ or leash and all reasonable precautions to prevent the dog from escaping from the owner's premises where the dog may be kept from time to time.

PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

The Equal Employment Opportunity Management Plan 2012–16. During 2011–12 the Equal Employment Opportunity Management Plan 2012-16 (EEO) was adopted by Council following an extensive consultation process. The plan is required under legislation and contains initiatives to be implemented over a four year period.

Initiatives	Status
Aboriginal and Torres Straight Islanders	
Explore potential utilisation of targeted employment programs through Commonwealth and State government agencies as well as privately-run recruitment and training agencies to increase indigenous employment by Council.	Ongoing
Review Council's recruitment procedures with particular reference to indigenous candidates including targeted advertisement strategies	Ongoing
Participate with Council's Recreation, Community Planning and Partnerships Division to revise Council's Reconciliation Action Plan and propose that a mentoring program be implemented as part of it.	Completed
Consider working with local indigenous colleges to provide work experience in local government and explore traineeship and apprenticeship programs	Ongoing
People from Culturally and Linguistically Diverse Backgrounds	
Provide literacy support to employees from culturally and linguistically diverse backgrounds via accredited language aides and interpreters	Completed
Investigate the possibility of using an external provider to introduce employees into Council from culturally and linguistically diverse backgrounds	Initiative Cancelled
Allocate appropriate staff resources to provide advice on cultural strategies across and within Council as well as recruitment strategies in liaison with HR/OD	Completed
Promote the use of bi-lingual staff for direct service roles and provide support for relevant training of these positions. Improve the current process for using language aids across Council	Completed
Investigate and assess the benefits and viability of producing the EEO Management Plan and other relevant policies in different languages	Ongoing
Women and Gender Balance	
Review current flexible work arrangements and leave provisions and provide a communication strategy to actively encourage work/family-life balance across Council. Consider job-share initiatives and multi-skilling	Completed
Conduct training as required to facilitate the introduction of women into non-traditional work areas	Ongoing
Provide a minimum of eight childcare places for children (aged zero – three years) of Waverley Council employees. Investigate the viability of increasing the number of child care centre places available for children of Waverley Council employees	Completed
Investigate the demand and viability of Council offering salary sacrificing for child care	Completed
Review Council's strategies for ensuring women are fairly represented in senior management roles. Consider the application of federal government targets. Consider higher duties opportunities.	Completed

Initiatives	Status
People with a Disability	
Where practicable, ensure that Council premises and facilities are accessible to employees with Disabilities. Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace.	Ongoing
Develop an approach to meet the needs of mature-aged workers including retirement planning.	Ongoing
Ensure that all relevant Council employees receive Access and Inclusion Awareness training.	Completed
Support Group	
Establish a cross departmental EEO support group with a particular emphasis on supporting and achieving initiatives contained in this EEO action plan.	Initiative cancelled
Recruitment	
Review Council's recruitment procedures to ensure they incorporate best practice EEO requirements	Ongoing
All position descriptions to specify 'an understanding of and commitment to EEO' as an essential criterion to be addressed in all job applications.	Completed
Induction	
Review Council's induction process to ensure managers, supervisors and new employees receive appropriate EEO training (including ethics, WH&S and discrimination, bullying and harassment) and are aware of the aims of this EEO Management Plan.	Completed
Policies, procedures and workplace practices	
Review Harassment and Bullying Prevention Policy to ensure compliance with EEO best practice.	Ongoing
Promote work/family- life balance initiatives to allow employees to balance the demands of work and personal life.	Completed
Ensure that grievances are dealt with appropriately in accordance with the principles of EEO through regular monitoring of the HR/OD investigation process.	Ongoing
Data Collection	
Ensure relevant and sophisticated EEO data is collected and recorded using Council's online kiosk system and included in the Quarterly Report.	Ongoing
All new employees are to complete a detailed EEO data survey at Council induction to be entered into the online KIOSK system.	Ongoing
All existing employees to complete detailed EEO data survey using Council's online kiosk system.	Ongoing
EEO data is to be analysed in detail each year. Results are to be communicated in an EEO Report. The data to be captured for the following year is to be assessed.	Ongoing
Learning and Development	
Provide mandatory EEO/Harassment and Bullying Prevention training to all new employees within three months of their commencement.	Completed
Provide 'Working with Difference' training or appropriate employees who provide front line customer service to people from different cultures, people who are homeless, people with mental health issues and people with disabilities.	Ongoing
Include and update EEO information on the Waverley Council employment webpage.	Ongoing
Increase awareness of EEO for all employees via regular articles in Council's staff newsletter Pipeline.	Initiative Cancelled

VOLUNTARY PLANNING AGREEMENTS

Particulars of compliance with and effect of planning agreements in force during the year.

DA	Address	Details of proposal	Name of party	Additional FSR sought	DA Approval date	Contribution
DA-81/2013	241–247 Oxford Street, Bondi Junction	Demolition of existing building, construction of a 20 storey mixed use building with basement car park.	Hollywood Apartments Pty Ltd A.C.N	15%	PA executed 29 August 2014	\$3 million monetary (held in bank guarantee) towards public domain and path upgrade to Hollywood Avenue and Waverley Street. Minor land dedication - dedication of remnant curtilage land on Hollywood Ave and Oxford Street.
DA-184/2013	33–37 Waverley Street, Bondi Junction	Demolition of existing buildings, construction of nine storey residential flat building with basement car parking.	Waverley Street Pty Ltd, Shebano Pty Ltd	9.10%	PA executed 21 April 2015	\$337,092 monetary towards Complete Streets Program projects in Bondi Junction in the vicinity of Waverley Street and Oxford Street East.
DA-294/2011/B	227–229 Old South Head Road, Bondi	Modification to apartment configuration and parking of approved residential flat building and inclusion of a Planning Agreement.	New East End Pty Ltd	8.20%	PA executed 25 March 2015	\$150,000 monetary towards upgrade of adjoining New Street Park and Thomas Hogan Reserve.

CONTRACTS AWARDED BY COUNCIL

During 2014-15 Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Contract Number	Contract Name	Supplier	Approximate Value
A14/0085	Bondi Junction Cycleway/ Streetscape	Spackman, Mossop & Michaels	\$ 330,000
A14/0355	Bondi Pavilion Fire Safety Upgrade Works	Axis Building Group	\$1,000,000
A14/0085	East Bondi Junction	Tract Consultants Pty Ltd	\$150,000
A15/0105	EOI Bondi Pavilion Upgrade and Conservation	Tonkin Zulaikha Greer Architects	\$1,280,000
A10/0490	Roads – Civil Maintenance, Minor Works	Ally Property Services KK Civil Engineering Pty Ltd Merko Services Pty Ltd Kelbon Services Pty Ltd Awada Civil Pty Ltd Statewide Civil Pty Ltd	\$3,200,000
A14/0347	Supply and Lay of Asphalt and Associated Services	Avijohn Pty Ltd and EDI Downer Pty Ltd	\$1,500,000





WAVERLEY
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