

Reporting **2010–11**

Progress Review 2010/2013 Delivery Program Summary

Council's planning is based on a long term community plan, *Waverley Together 2*, which sets out the community's vision for Waverley in 2022 and the directions that Council needs to pursue to help achieve this vision. Sitting under the Community Strategic Plan is a four year Delivery Program and a one year Operational Plan.

The Delivery Program is the commitment from Council, over its four year term, on what it is going to deliver to progress Council and the community towards the directions set in the Community Strategic Plan. Council is required to review progress with its Delivery program every six months.






The one year Operational Plan sets out the actions being taken in a particular year to progress what the Delivery Program is to deliver. In this case 2010/2011.

We have chosen to report on progress with actions from the Operational Plan as a measure of how well we are moving forward with the Delivery Program and ultimately with progress in the directions from the Community Strategic Plan.

This review is divided into two sections. The first section provides a summary of progress with all the actions in the Operational Plan. The second section provides more detail on those actions that are currently not meeting the targets set.

Progress with action is determined on a five point scale, which is show below and relates to the targets set in the Operational Plan. The Delivery Plan also has a range of targets, which we will report against in the final year of the Delivery Program and prior to the next Council elections in 2012.

Progress Indicator

1	Completed in accordance with target	
2	On going but meeting target	
3	Completed but did not meet target	
4	On track to meet target	
5	Not on track to meet target	

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Summary – A Sustainable Community

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





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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	⬇️	
C1a1	Planning for a Diverse and Tolerant Community	1		✓				
C1a2	A co-ordinated program of social, recreational and cultural events targeting diverse groups including 'place making' events, celebrations and/or installations to enliven key places in Waverley and bring the local community together	2				✓		
C1a3	Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley	3				✓		
C1a4	Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage	6				✓	✓	See Note 1





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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
C2a1	Affordable and accessible community facilities	5		✓		✓		
C2a2	A co-ordinated program of social, recreational and cultural events targeting diverse groups	5				✓		
C2a3	A range of current and equitable information and recreational Library resources and services	4				✓		
C2a4	Accessible cemetery services for internments, memorials and associated ceremonial activities	1		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
C2b1	Programs which encourage volunteering including civic pride and bushcare that enhance community cohesion.	4	✓	✓			✓	See Note 2

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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
C3a1	Planning controls that support an increase in the number of units or monetary contributions towards affordable housing	2		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
C3b1	Social housing for older people, people with a disability and families on low to middle incomes	2		✓				
C3b2	Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA	3		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
C3c1	Support for the operation of a Housing Advisory Committee that reports to Council	2		✓			✓	
C3c2	Support for the provision of low cost housing through the Boarding House Rebate Scheme	1		✓				

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Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C3c3	A working group to develop local and regional partnerships to address homelessness	1		✓				

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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C4a1	High quality affordable long day care and family day care for children aged 0-5 and holiday and recreational programs for preschool children	3		✓		✓		
C4a2	Support to families and their children aged from birth to 5 years including parenting programs and counselling	5				✓		
C4a3	An increase in the number of child care places provided by Council	1				✓		
C4a4	An annual forum of young people organised by Council	2	✓					
C4a5	Recreational and social initiatives for young people	2		✓		✓		
C4a6	High quality affordable services for frail older people including MOW, Home Library Service and programs at Bondi Pavilion	5				✓	✓	See Notes 3 and 4

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Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C4a7	Services for the over fifties including a senior's centre that offers recreational, physical, educational and social activities	2				✓		
C4a8	Services for adults with mild intellectual disability to promote independent living	1				✓		
C4a9	Individual support and medium term accommodation places for people with mild intellectual disability	2		✓		✓		

Strategy: C4b Provide support to community organisations to improve their ability to plan and deliver services to the community

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C4b1	Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	5				✓		

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C4c1	Up to date and accessible community profile and demographic information	1				✓		
C4c2	Documented research on key issues including safety, housing, children, ageing	1				✓		

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Direction: C5 People feel safe in all parts of Waverley

Strategy: C5a Maintain safety in public areas such as malls, parks and beaches and target safety and crime prevention in specific areas to address alcohol related issues and support vulnerable groups





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>	☺	☹	↺	↻	
C5a1	Implementation of Community Safety Plan	5		✓				
C5a2	Funding sought from other levels of government to develop and provide community safety programs	2		✓				
C5a3	A summer strategy for Bondi to promote a safe and enjoyable environment at peak times	4		✓		✓		
C5a4	Increased passive surveillance and night time security in Oxford Street mall	2		✓				

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





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>	☺	☹	↺	↻	
C5b1	Support for the operation of a Community Safety Committee	2		✓				
C5b2	Provision of emergency management including support for Waverley/Woollahra SES	3		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
C5c1	A Life Guard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	5		✓				
C5c2	A program of Surf Awareness/Education Programs	3				✓		
C5c3	Financial and other support to surf lifesaving clubs in the Waverley area to support the provision of volunteer lifesaving programs	1				✓		

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
C5d1	Health, food and hygiene inspections undertaken	2		✓				

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

Strategy: C6a Enrich the cultural life of the community by providing and supporting a variety of cultural events and activities for residents and visitors

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C6a1	A diverse and exciting range of arts and cultural events across Waverley	2				✓		
C6a2	Financial and other support to arts and cultural programs in the Waverley area	2	✓			✓		
C6a3	Implementation of Artsplus Plan	2				✓		
C6a4	Funding sought from other levels of government to develop/provide arts, entertainment and cultural events in Waverley	2		✓				

Strategy: C6b Encourage art in public places and public art in private developments

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C6b1	Art in the public space.	5	✓			✓		
C6b2	A public art trail in Waverley	1				✓		

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C6c1	Create opportunities in the creative sector to retain local artists and cultural providers in Waverley	4		✓			✓	

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

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





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C7a1	Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	3	✓			✓	✓	See Note 5
C7a2	Policies and guidelines for recreational activities implemented to ensure fair and balanced access and minimise risk	1				✓		
C7a3	2008 Recreation Needs Study implemented	1				✓		
C7a4	A playground strategy to identify planned upgrades and improvements developed	1				✓		

Strategy: C7b Determine and prioritise future recreation and leisure needs based on regional as well as local facilities

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
C7b1	Recreation opportunities provided in response to community needs	2	✓				✓	

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
C7c1	Active and passive recreation facilities on Council land or through joint ventures	3				✓		
C7c2	Sporting fields and other active recreation facilities upgraded	1	✓					
C7c3	Playgrounds upgraded	2			✓	✓		See Note 6
C7c4	Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	2					✓	See Note 7

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Summary – Sustainable Living

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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>	😊	😞	🔄	🚫	
L1a1	An annual marketing and advertising program aimed at Increased visitation and economic activity in Bondi Junction	5				✓		
L1a2	Improved communication with major Bondi Junction stakeholders	3				✓		
L1a3	Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process			✓				
L1a4	Bondi Junction Traffic and Transport study adopted recommendations implemented	2		✓				
L1a5	Minimal disruption to commercial activity in the centre achieved through management of the impact of public domain works and private development works	2		✓				

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Strategy: L1b Encourage and support a diverse mix of shops and services at Bondi Beach to achieve an appropriate balance to satisfy the needs of residents and visitors and manage seasonal impacts (positive and negative)

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
L1b1	Sustained or increased business activity in Bondi Beach commercial precinct through enhancement of shopfronts, temporary 'pop up shops' and/or displays by business and property owners	5				✓		
L1b2	Improved communication with major Bondi stakeholders	2				✓		
L1b3	Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process	1		✓				
L1b4	Public domain works undertaken as part of overall Design Framework for Bondi Beach	2				✓		
L1b5	Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	2		✓				





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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
L1c1	Sustained or increased business activity in commercial neighbourhoods and Village Centres	3				✓		





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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L2a1	Support for Indigenous enterprise opportunities in Waverley	1		✓				
L2a2	Improved visitor management and access to visitor information	6	✓	✓		✓		
L2a3	An enhanced visitor experience with negatives impacts mitigated through events, marketing and education initiatives	2		✓				
L2a4	Collaboration with various authorities and stakeholders to promote tourism and address visitor related issues	2		✓				





Strategy: L2b Minimise the negative impacts of visitor related activities

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L2b1	An enhance visitor experience with negatives impacts mitigated through events, marketing and education initiatives	2		✓				
L2b2	Collaboration with various authorities and stakeholders to address visitor related issues	2		✓				
L2b3	An excessive noise compliance program	3		✓				

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

Strategy: L3a Ensure that public places are clean and well maintained throughout the year

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L3a1	Improved co ordination of public place services to commercial villages and neighbourhood centres	3		✓				
L3a2	All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	5		✓			✓	See Note 8
L3a3	Programmed cleaning and maintenance of Council assets undertaken	1		✓				
L3a4	Graffiti and posters removed in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i>	3		✓				
L3a5	Community awareness of and engagement with strategies to prevent/manage graffiti	1		✓				
L3a6	Public place regulation and compliance programs undertaken	1		✓				
L3a7	Abandoned cars removed	3		✓				
L3a8	Beach cleaning and beach pool cleaning program undertaken	3		✓				
L3a9	Parks and reserves cleaned and maintained	7		✓				
L3a10	All playgrounds inspected and maintained regularly	2		✓				
L3a11	Trees in streets and reserves are maintained	2		✓				

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Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
L3a13	Management of companion animals	4		✓				
L3a13	Inspection and removal of dumped rubbish and where appropriate enforcement action	4		✓				
L3a14	'Adopt a Tree Program' continued	1				✓		
L3a15	Footpath garden program continued	1	✓					

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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
L4a1	Approved developments maintain and enhance the identity of Waverley's villages	1		✓				
L4a2	All properties with heritage significance listed within LEP	3		✓				
L4a3	Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review	1				✓		

Strategy: L4b Maintain a distinct sense of identity for individual village centres

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
L4b1	Looking Good - streetscape improvement works undertaken	2		✓				
L4b2	Civic Pride village improvement project						✓	See Note 9

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	initiated	3						
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Direction: L5 Buildings are well designed, safe and accessible and the new is balanced with the old

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





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	☹	↻	⬇	
L5a1	Approved developments achieve high quality urban design outcomes	1		✓				
L5a2	New, comprehensive local environment plan (LEP) for Waverley in line with Council's Land Use Strategy and the requirements of the NSW Department of Planning developed	3				✓		
L5a3	New comprehensive Development Control Plan (DCP) for Waverley developed	3				✓		
L5a4	Strategic Land Use policies and plans reviewed regularly	2		✓				
L5a5	Compliance with Council requests for new or amended planning policies and land use plans	1		✓				
L5a6	Building regulation, inspection and compliance undertaken	4		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L5b1	Expert heritage advice on development applications	2		✓				
L5b2	An ongoing public education campaign on heritage and good design including annual Heritage and Urban Design Awards	2				✓		





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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L5c1	Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)	2		✓				





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Direction: L6 Roads and intersections are safer and less congested

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L6a1	Construction of traffic islands in the Council area	2				✓		
L6a2	Black Spot funding applications submitted	2				✓		
L6a3	Schools patrolled in am and pm peak to improve safety around schools	3		✓				
L6a4	Traffic and pedestrian accidents reviewed annually	3		✓				





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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L6b1	Waverley Transport Review completed	2				✓		

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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L7a1	Availability of bicycle parking improved	2				✓		
L7a2	Footpath amenity and accessibility improved	2				✓		





Direction: L8 People frequently use public transport, particularly for trips to work

Strategy: L8a Improve access to public transport into, out of and within Waverley

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L8a1	Support for public buses to directly connect neighbourhood centres	2				✓		
L8a2	Bus shelters maintained and replaced	4				✓		
L8a3	Information on Bondi Junction and Bondi promotes the use public transport	2		✓				
L8a4	Parking patrol conducted along main roads during weekdays	3		✓				
L8a5	Parking patrol conducted along transport corridors during weekends	3		✓				





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Strategy: L8b Ensure bus stops and train stations are accessible for all users





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L8b1	Our infrastructure provides access to public transport that complies with the Commonwealth Disability Standards for Accessible Public Transport 2002	3				✓		

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

Strategy: L9a Ensure fair access to parking services through regular review of parking demand, fee structures, enforcement and facilities

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L9a1	Parking patrols conducted in accordance with adopted program in commercial and residential areas	3		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
L9b1	Rolling education program to promote safe parking carried out	3		✓				

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Summary – A Sustainable Environment

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

Strategy: E1a Encourage and support people to change their transport behaviour and minimise their reliance on cars

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	↻	⏪	
E1a1	Plans and policies that encourage active travel including but not limited to reducing parking availability and discouraging private car trips	2				✓		
E1a2	Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometre travelled (VKT) and parking demand	3				✓		
E1a3	Education and promotion programs to encourage use of active travel (walking, cycling, car share, and public transport) as an alternative to the private car	3				✓		
E1a4	Improved quality and frequency of public transport in the LGA by working with state government and other agencies	2		✓				
E1a5	An expanded bicycle network together with the provision of bike facilities throughout the LGA	4				✓		
E1a6	Pedestrian networks which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities	2				✓		
E1a7	State government lobbied to introduce light rail within the Eastern Suburbs	1				✓		

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Strategy: E1b *Ensure all new and existing building stock minimise energy use*

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E1b1	State Heritage Office lobbied to develop a consistent policy to help facilitate installations of solar PV and solar hot water on heritage-listed buildings/areas	2				✓		
E1b2	Incentives developed to encourage sustainable retrofitting of existing building stock	2				✓		
E1b3	Incentives developed through the DA process to encourage sustainable building design and construction beyond BASIX	2				✓		
E1b4	Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits	2				✓		
E1b5	Opportunities for green roofs (and walls) investigated and ways to encourage integration into commercial and residential buildings developed	1				✓		

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Strategy: E1c *Minimise energy use in Council operations*





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E1c1	Energy saving and renewable technology opportunities at Council's top 5 greenhouse gas sites identified and implemented	3				✓		
E1c2	A partnerships with Energy Australia to upgrade street lighting with energy efficient alternatives (e.g. LED) explored	2				✓		
E1c3	Energy use minimised in new Council assets	2				✓		

Strategy: E1d *Investigate and implement alternative energy technologies, such as solar power and cogeneration*

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E1d1	Renewable technology opportunities at Council's top 5 greenhouse gas sites identified and implemented	2				✓		
E1d2	Uptake of Green Power by residents and businesses in the LGA increased through promotions and retailer partnerships.	1				✓		
E1d3	District cogeneration in new and existing residential, commercial and retail developments encouraged and facilitated	1				✓		

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Strategy: E1e Encourage and support businesses, residents and schools to minimise their electricity use and minimise their reliance on coal powered electricity

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
E1e1	Combined or individual programs (discounts/bulk purchasing/brokerage/retrofit services) to encourage uptake of: energy efficient technologies and behaviours; efficient hot water alternatives (solar hot water and heat pumps) and solar PV identified and implemented	2				✓		
E1e2	Existing Federal Government and State Government funded initiatives (e.g. Green Loans, Small Business Energy Efficiency programs) used and built upon to encourage uptake of energy efficient technologies and behaviours	1		✓				





Progress Review 2010/2013 Delivery Program Summary

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

Strategy: E2a Identify and investigate the potential future impacts of climate change on our LGA

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
E2a1	A climate change vulnerability assessment for the Waverley area undertaken that includes impacts on our natural assets, built infrastructure and the community's health.	1		✓				
E2a2	An appropriate climate adaptation plan developed with input from Sydney Coastal Councils Group, and other State/Federal Government initiatives	1				✓		

Strategy: E2b Ensure Council and the community are aware of potential climate change impacts

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
E2b1	Outcomes of the climate change adaptation plan integrated into all relevant Council decision making and planning processes	1				✓		
E2b2	Community educated and informed about identified climate change risks	1				✓		

Progress Review 2010/2013 Delivery Program Summary

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

Strategy: E3a Improve waste avoidance and recycling practices in Council operations, homes, businesses, development sites and public places

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target	
			☑	😊	😞	🔄	🛑		
E3a1	A domestic waste and recycling service, together with a public place litter collection service	5	✓	✓				✓	See Notes 10 and 11
E3a2	Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	1				✓			
E3a3	Residential food waste reduction program implemented	1	✓						
E3a4	A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement	3				✓			
E3a5	Local events and initiatives that encourage recycling of other waste types e.g. Clothes Swaps, Second Hand Market Days, Freecycle	2	✓			✓			

Progress Review 2010/2013 Delivery Program Summary

Strategy: E3b Investigate and implement new technologies to stop waste from ending up as landfill

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
E3b1	Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	1				✓		
E3b2	Local collection options for the responsible disposal or recycling of non-putrescible wastes e.g. batteries, paints, oil heaters investigated	1				✓		





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

Strategy: E4a Ensure all new and existing building stock minimise water use

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
E4a1	Work with body corporates to promote water efficiency/reuse in multi-unit dwellings	3				✓		
E4a2	Water harvesting and reuse opportunities at sites with reliable harvesting potential (i.e. base flow or groundwater) and high demand for re-use water identified and projects designed and undertaken to harvest and reuse water	3				✓	✓	See Note 12
E4a3	Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses	1	✓					





Progress Review 2010/2013 Delivery Program Summary

Strategy: E4b *Minimise water use in Council operations and facilities*





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
E4b1	Reduction in potable water use in new Council assets	2				✓		
E4b2	Water efficiency and recycling technology at Council's top five water consuming sites investigated and implemented	2				✓		
E4b3	Irrigation efficiency at top five Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water	1				✓		

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Strategy: E4c Improve the capture and reuse of alternative water sources (greywater, stormwater, blackwater, groundwater) in Council operations, development sites, homes, businesses and public places

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
E4c1	Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates / discounts rolled out	3				✓		

Strategy: E4d Encourage and support businesses, schools, and residents to minimise water consumption and reduce reliance on potable water supplies

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
E4d1	Work with top twenty water consumers within the community to implement water reduction / efficiency strategies	3	✓			✓		
E4d2	Combined or individual programs (discounts/bulk purchasing/brokerage/ subsidised services) to encourage the uptake of water efficient technologies identified and implemented	1				✓		
E4d3	Existing Federal Government and State Government funded programs used or built on to encourage uptake of water efficient technologies and behaviours	1				✓		

Progress Review 2010/2013 Delivery Program Summary

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

Strategy: E5a Maintain stormwater system to minimise pollutant loads through maintenance, education and enforcement

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E5a1	Pollution prevention devices installed and maintained throughout the LGA	1				✓		
E5a2	Stormwater Harvesting Infrastructure maintained	2		✓				
E5a3	Water quality at key coastal sites is regularly monitored	2				✓		
E5a4	Targeted community environmental education and awareness program on stormwater pollution prevention undertaken	1				✓		
E5a5	Inspections of LGA to ensure compliance with the <i>Protection of the Environment Operations Act 1997</i> undertaken	3		✓				

Strategy: E5b Improve the quality of water entering receiving waters

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E5b1	Partnerships with external organisations to promote water quality improvement programs including Sewerfix, Don't be a Tosser etc.	3				✓	✓	

Progress Review 2010/2013 Delivery Program Summary

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

Strategy: E6a Increase quantity and quality of habitat cover, and particularly the planting of native species, in public spaces and private properties to create a network of wildlife corridors throughout Waverley and into neighbouring areas

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E6a1	A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented	4		✓				
E6a2	Significant tree register maintained and updated	2		✓				
E6a3	Endemic seed propagation program for local plantings implemented	2	✓					
E6a4	Outcomes from Waverley flora and fauna study integrated into Council plans and policies	4	✓			✓		

Strategy: E6b Increase local populations of native flora and fauna

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E6b1	Areas of threatened and endangered species identified	1				✓		
E6b2	Council policy for the protection, restoration and enhancement of remnant vegetation and habitat taking note of statutory implications/ mapping issues/ potential of changes leading to damage of existing remnant vegetation developed	1			✓			See Note 13

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Strategy E6c: Increase quantity and quality of habitat cover, and particularly the planting of native species, in public Spaces and private properties to create a network of wildlife corridors throughout Waverley and into neighbouring areas

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E6b3	Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented	1	✓					
E6b4	Waverley Street Tree Planting program implemented	1		✓				

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





Strategy: E7a Protect local marine biodiversity through education and enforcement

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E7a1	Work with Department of Environment, Climate Change and Water (DECCW) to protect local marine biodiversity	2					✓	See Note 14
E7a2	Enforcement of marine regulations including fishing bait collection rules throughout the LGA	2		✓				
E7a3	Partnering with the Marine Discovery Centre to educate the community about our local marine environment	1				✓		

Progress Review 2010/2013 Delivery Program Summary

Direction: E8 Waverley is an environmentally educated and committed community

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
E8a1	Groups within the community targeted and ways determined to engage with them identified	2		✓		✓		
E8a2	Communication and awareness activities on Council's sustainability program rolled out	1				✓		
E8a3	Coordination and support to the Eastern Suburbs Schools Environment Network so local teachers, parents, and students have the opportunity share experiences and increase their skills and knowledge	1				✓		
E8a4	Work with local childcare centres to improve environmental skills and knowledge and deliver environmental outcomes	1	✓					
E8a5	A Waverley Council Sustainable Schools Program	2				✓		

Progress Review 2010/2013 Delivery Program Summary

Strategy: E8b Conduct workshops and events and provide opportunities that encourage positive environmental behaviour change

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
E8b1	A Greenwave workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours	2				✓		
E8b2	A Green Brains lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues	1	✓					
E8b3	A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment	1				✓		
E8b4	An environmental grants program for schools to gain funding to implement environmental projects and programs	1				✓		

Progress Review 2010/2013 Delivery Program Summary

Summary – Sustainable Governance

Direction: G1 Council's decision making processes are open, transparent and corruption resistant and based on sound integrated planning

Strategy: G1a Develop and maintain a framework of plans and policies that ensures open and transparent Council operations

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G1a1	Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	4	✓	✓		✓		
G1a2	A suite of integrated corporate plans that meet legislative requirements developed and maintained	4	✓			✓		
G1a3	Regular reporting to Council on progress with implementation of integrated corporate plans	2				✓		





Strategy: G1b Embed corruption prevention practices in Council operations

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G1b1	Regular ethics and Code of Conduct training provided for Councillors and staff	3	✓			✓	✓	See Note 15 and 16
G1b2	Internal audit function established and supported	4	✓					





Progress Review 2010/2013 Delivery Program Summary

Direction: G2 Our community is consulted about Council decisions and informed about Council services and activities

Strategy: G2a Ensure that Council's strategic direction is inclusive and reflects the views of the community





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G2a1	A Community Engagement Strategy that meets legislative requirements	3				✓		
G2a2	A Community Strategic Plan that is inclusive	2				✓		

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G2b1	Advisory committees, precinct committees and community forums supported and maintained	4				✓		
G2b2	A website that supports community comment and engagement and includes a 'Have a Say' portal	3		✓		✓		

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Strategy: G2c Ensure that all Council communications are targeted, accessible and clearly branded

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G2c1	A regular, professionally produced and interesting community newsletter	2				✓		
G2c2	Council's Communications Action Plan implemented	1		✓				
G2c3	Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service	2		✓				

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

Strategy: G3a Ensure all staff are aware of, and trained in, the systems and procedures that support customer service

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G3a1	Customer service training provided to staff	2	✓			✓		
G3a1	Training in systems and processes that support customer service provided to identified staff	3	✓					
G3a3	Customer Service Charter implemented	2		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G3b1	Regular customer surveys conducted	2		✓				
G3b2	Performance against standards for customer requests and complaints recorded in Council's customer request system monitored and reported	2				✓		

Progress Review 2010/2013 Delivery Program Summary

Direction: G4 Council's operations are efficient, effective and provide value for money

Strategy: G4a Regularly review Council services and ensure they are responsive to customer needs





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🚫	
G4a1	Regular reviews of Council services and improvement initiatives undertaken in accordance with program in Council's Workforce Plan	3				✓		
G4a2	A program of continuous improvement in customer service	3	✓	✓		✓	✓	See Note 17

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🚫	
G4b1	Professional and timely support and assistance to Councillors and meetings of Council and Council committees	4		✓		✓		
G4b2	Council's vehicle fleet and plant maintained	2		✓				
G4b3	Computer and communications network availability ensured	4				✓		
G4b4	An efficient and effective payroll service.	2		✓				
G4b5	Efficient and effective corporate procurement services	3				✓		
G4b6	Store operations that are efficient, effective and delivered in a timely manner	3		✓				
G4b7	More services are provided on line	2		✓				





Progress Review 2010/2013 Delivery Program Summary

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





Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G4c1	Participation in partnerships and projects through SSROC	2		✓				
G4c2	Participation in partnerships and projects with other councils and organisations	1	✓					

Direction: G5 Council is a financially sustainable organisation

Strategy: G5a Provide financial services for the Council in an accurate, timely, open and honest manner

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G5a1	Financial advice and co ordination to ensure Council meets overall budget performance targets provided	5	✓			✓		

Strategy: G5b Undertake long term financial planning

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G5b1	Four-year forecast prepared annually	2				✓		
G5b2	Ten year financial plan reviewed annually	2				✓		
G5b3	Council's expenditure is funded sustainability	1				✓		

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Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G5b4	Council's expenditure satisfies the needs of the community	2				✓		
G5b5	A revised Investment Strategy that is being implemented	3		✓				
G5b6	A new Investment Strategy based on progress to date and revised financial and other modelling	4		✓		✓		

Strategy: G5c Establish and maintain commercial business operations that contribute to Council's financial sustainability

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G5c1	Budgeted financial performance for all commercial leases met or exceeded	1	✓					
G5c2	Budgeted financial performance for Cemetery business operations met or exceeded	1				✓		
G5c3	Budgeted financial performance for Council car park business operations met or exceeded	1				✓		
G5c4	Budgeted financial performance for commercial waste collection and recycling service	1		✓				

Progress Review 2010/2013 Delivery Program Summary

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

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G6a1	Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	3				✓		
G6a2	Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans	2				✓		

Strategy: G6b Implement adopted Asset Management Plans

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G6b1	A program of capital works	5				✓		
G6b2	An annual asset maintenance program	4		✓		✓		





Strategy: G6c Implement the adopted Asset Management Continuous Improvement Plan

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G6c1	On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year	2				✓		





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Direction: G7 Council maintains sound safety and risk management practices to protect the community and our employees

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




Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G7a1	Operational risk processes and strategies reviewed	5		✓				

Strategy: G7b Maintain a safe workplace

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G7b1	Number of lost time injuries and incidents reduced	3					✓	See Note 18
G7b2	OHS Risk Management Plan implemented	3		✓				

Direction: G8 Council manages information and knowledge in an integrated and accessible way

Strategy: G8a Improve the management of, and access to, information across Council

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			<input checked="" type="checkbox"/>					
G8a1	Knowledge Management Action Plans implemented	1					✓	See Note 19
G8a2	Records management and information access services provided	4		✓				
G8a3	Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	4		✓				

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Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G8a4	Effectiveness of web site monitored	2				✓		
G8a5	Geographic information and mapping system across Council maintained	2		✓				

Strategy: G8b Provide statutory, financial and management information and reporting on time and with a high degree of accuracy

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G8b1	All reports required by legislation or requested by Government departments and agencies provided	4	✓					
G8b2	Annual reports on key council's plans and policies completed	1	✓					

Direction: G9 Council is an attractive, performance-focussed employer, governed by great leadership and supported by a committed and adaptable workforce

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	🛑	
G9a1	Council's Workforce Plan implemented	1				✓		
G9a2	Improvement in staff retention demonstrated	1		✓				
G9a3	Recruitment process managed to limit the length of time to fill vacant positions	3		✓				

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

Deliverable		No of Actions in 2010/2011	Progress to date					Further information where progress not in accordance with target
			☑	😊	😞	🔄	📉	
G9b1	2011/2015 EEO Management Plan developed and implemented	2				✓		
G9b2	Staff reward and recognition program developed and implemented	4			✓			See Note 20
G9b3	Learning and Development (Training) Plan programs delivered	3		✓				
G9b4	Program of internal customer service surveys continued	3				✓		
G9b5	Business Excellence survey program with staff continued	3					✓	See Note 21

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Notes to summary

Note No	Deliverable		Why progress to date is not in accordance with target set in Operational Plan and action being taken to address situation
1	C1a4	Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage	Target in relation to instances of vandalism in cemeteries not being met. Additional Static Guards deployed specifically for known high activity periods highlight the hampered ability to protect our valuable heritage due to the continued compromised perimeter security after hours. Frequency remains generally steady but cultural and financial cost is becoming more substantial.
2	C2b1	Programs which encourage volunteering including civic pride and bushcare that enhance community cohesion.	Target in relation to establishment of garden group by December 2010 not being met. Work to establish gardener participation in the management of the Garden is currently underway. It is anticipated that the target will be met by June 2011.
3	C4a6	High quality affordable services for frail older people including MOW, Home Library Service and programs at Bondi Pavilion	Target in relation to number of meals provided daily at home for older people not being met (Target was 80). Total meals delivered have dropped over the previous 12 months to below target levels. A review has been completed with the aim of identifying new strategies to address this decrease. Expected roll out of this will commence in 2011.
4	C4a6	High quality affordable services for frail older people including MOW, Home Library Service and programs at Bondi Pavilion	Target in relation to the number of Home Library Service users not being met (Target was 180). Currently 160 active members. Interest is being encouraged through events, group visits and potential clients from MOW Service.
5	C7a1	Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	Target in relation to completion of POM for Waverley Park by December 2010 not being met. However, progress is being made and the draft plan will be complete by March 2011.
6	C7c3	Playgrounds upgraded	Target in relation to completion of Tamarama Park playground upgrade not being met because of need to avoid clash with Sculptures by the Sea. Work commenced November 2010 due for completion December 2010.
7	C7c4	Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Target in relation to construction of Picnic shelters at Tamarama Park/Tamarama kiosk and services building not being met because of unusually long lead times for materials over Christmas period. The community has been notified of the delay. Construction of this project will commence next winter.

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Note No	Deliverable		Why progress to date is not in accordance with target set in Operational Plan and action being taken to address situation
8	L3a2	All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	Target in relation to cleaning and maintenance of landscaped traffic calming devices (proposed 12 times per year) not being achieved. Currently doing 4 times a year as previously scheduled. Any improvement requires additional resources. Target was set in accordance with recommendations of parks review.
9	L4b2	Civic Pride village improvement project initiated	Target in relation to projects at North Bondi Bus terminus and Murrivierie Road not being met. Projects have now been scheduled to commence in 2012 due to funding constraints
10	E3a1	A domestic waste and recycling service, together with a public place litter collection service	Target in relation to decrease in tonnes domestic waste collected annually not being met. We collected 13702.4 tonnes of household garbage between July 2009 - June 2010 and 13574.8 tonnes of household garbage between July 2008 - June 2009. This increase may be due to an increase in population or an increase in consumption.
11	E3a1	A domestic waste and recycling service, together with a public place litter collection service	Target in relation to increase in tonnes recycling collected annually not being met. We collected 7911.8 tonnes of household recycling between July 2009 - June 2010 and 8018.3 tonnes of household recycling between July 2008 - June 2009.
12	E4a2	Water harvesting and reuse opportunities at sites with reliable harvesting potential (i.e. base flow or groundwater) and high demand for re-use water identified and projects designed and undertaken to harvest and reuse water	Target in relation to water harvesting project to supply water to Bondi Pavilion and Bondi Park not being met (Target work to commence June 2011). Council submitted a grant under the Federal Government grants program to complete the Bondi stormwater harvesting project. This grant was unsuccessful and Council is currently seeking new funding opportunities to complete the construction phase of the project.
13	E6b2	Council policy for the protection, restoration and enhancement of remnant vegetation and habitat taking note of statutory implications/ mapping issues/ potential of changes leading to damage of existing remnant vegetation developed	Target in relation to reporting to Council on the findings of the Waverley flora / fauna survey (Target June 2010) not met due to delays in finalising the final Consultants report, the project report was adopted by Council in November 2010.
14	E7a1	Work with Department of Environment, Climate Change and Water (DECCW) to protect local marine biodiversity	Target in relation to completion of marine intertidal survey that monitor population levels and species numbers (Target December 2010) not met due to a lack of funding available. The proposed marine intertidal surveys are unable to be conducted in the 2010/11 financial year.

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Summary**

Note No	Deliverable		Why progress to date is not in accordance with target set in Operational Plan and action being taken to address situation
15	G1b1	Regular ethics and Code of Conduct training provided for Councillors and staff	Target in relation to Code of Conduct training events provided annually to Councillors not being met. In view of Council's decision in July 2010 that: "1. There be no formal training and development provided to Councillors in 2010/2011. 2. The funds allocated to Councillors training and development in 2010/2011 be transferred into General Revenue" it will not be possible to meet the target for training set in the 2010/2011 Operational Plan.
16	G1b1	Regular ethics and Code of Conduct training provided for Councillors and staff	Target in relation to percentage of new employees undertake ethics and EEO training within three months not being met (Target 90%). Currently 84% of new employees are undertaking this training. We had 8 new starters in one team during the period, in order to ensure adequate staff cover we were unable to book all new starters in to the same induction course.
17	G4a2	A program of continuous improvement in customer service	Target in relation to implement RFID technology in the library by December 2010 not met. Plans required for physical changes to the library lending areas have resulted in deferral of implementation to first half of 2011.
18	G7b1	Number of lost time injuries and incidents reduced	Target in relation to reduction in lost time injuries (Target 5%), reduction in incidents (Target 5%) and closure of corrective actions raised (60%) not being met. As at end of period Lost Time Injuries & Incidents are above last year's figures and corrective action taken. Closure rates are below target. Further work is being undertaken to support achievement in OHS and Workers Compensation.
19	G8a1	Knowledge Management Action Plans implemented	Target in relation to implementing the funded actions from the adopted Knowledge Management Action Plan will be reviewed following completion of Disaster Recovery Strategy.
20	G9b2	Staff reward and recognition program developed and implemented	Target in relation to staff feedback on reward and recognition program not being met as the staff survey was postponed until November 2011.
21	G9b5	Business Excellence survey program with staff continued	Target in relation to undertaking Business Excellence survey program with staff postponed by Council's Executive Team for one year until November 2011.

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