

*Delivery  
Program Six  
Monthly  
Report  
December 2011*

**KEY:**

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

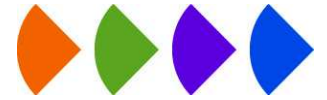
5 = Not on track to meet target

*Comment only required if Progress Measure is a 3 or a 5*



Denotes a 'Service Plus' activity

# Sustainable Community



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

## Directions

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

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

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

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

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

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

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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Planning for a Diverse and Tolerant Community	Monitor and report on changes to data on languages other than English spoken by Waverley residents; percentage change in age groups in Waverley population; changes in household and family type and changes in proportion of home owners and renters in Waverley	Community Planning  DM RCPP	Regular reporting on census data and changes in community profile	July 2012	4	
A coordinated 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	Provide a program of place making events & activities at various locations in Waverley	Multicultural Services; Services for Indigenous People; Cultural Festivals and Events;	Number of programs supporting multiculturalism and Indigenous culture provided annually	Six	4	
	Provide events & promotions targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities including Reconciliation Week, NAIDOC Week; Refugee Week; Harmony Day	Other Cultural Programs  DM CCS DM LCS DM BB DM BJ	Number of events & promotions supporting multiculturalism and Indigenous culture provided annually	Four	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and indigenous culture in Waverley	Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and indigenous groups	Community Support and Grants	Number and type of partnership activities to strengthen multiculturalism and Indigenous culture provided annually	One	4	
	Seek funding, where appropriate, from Federal and State Government to support and strengthen multiculturalism and indigenous culture in Waverley	DM RCPP		Number of applications completed per annum	One	4
Waverley and South Head Cemeteries contribute to the preservation of our cultural heritage	Maintain Waverley and South Head Cemeteries	Waverley Cemetery; South Head Cemetery	Number of maintenance agreements for allotments is steady or increasing	> 11,000 including perpetual care agreements	2	
	Investigate fencing and security options for Waverley and South Head Cemeteries					
	Maintain allotments where maintenance agreements are in place	DM BSP	Number of instances of vandalism in cemeteries is steady or decreasing	< One instance per week	2	
	Market maintenance agreements for allotments					
	Provide information about the cemeteries					
	Facilitate searches of cemetery records					

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Affordable and accessible community facilities	Provide spaces at the Mill Hill Centre for community groups	Services for older People; Services for People with a Disability; Bondi Pavilion Programs; Arts Programs	Percentage of available venue hours used per week compared to hours available	More than 50%	4	
	Provide spaces at the Bondi School of Arts for local artists and community groups					
	Provide spaces at Bondi Pavilion for community groups					
	Provide buses for use by community groups	DM RCPP DM CCS	Number of hours of use of community buses per day	At least five	4	
	Provide a community garden for use by residents and community organisations who lack access to a garden		Percentage of community garden plots regularly gardened	90%	1	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A coordinated program of social, recreational and cultural events targeting diverse groups	Provide a coordinated program of events for identified target groups including children, youth, older people and people with disability	Cultural Services Planning;	Number and type of programs/ events for different groups eg young people, older people provided annually	15 Council events	4	
	Provide a range of adult and children's public programs and exhibitions at Waverley Library	Arts Programs; Music rooms and Programs; Literary Programs; Cultural Festivals and Events;		Library 48 programs and exhibitions	4	
	Provide programs including music, art exhibitions, festivals, workshops and special events at Bondi Pavilion	Bondi Pavilion Programs; Other Cultural Programs		Bondi Pavilion 40 programs	4	
	Develop recreation activities for young people at Bondi Junction		Bondi Junction recreation activities for young people implemented	June 2012	4	
	Implement recreation activities for young people at Bondi Junction	DM RCPP DM CCS				

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A range of current and equitable information and recreational Library resources and services	Provide current and relevant lending and information library resources and services for library users and the wider community.	Library Services;  DM LCS	Maintain or increase library membership, loans and visits each year	Membership: >28,000	4	
				Loans/loans per capita: >500,000 per annum/ and >9 per annum	4	
				Visits in person: >450,000 Visits via web: >50,000	4	
				Percentage of enquiries to the library successfully completed on same day	4	
Accessible cemetery services for interments, memorials and associated ceremonial activities	Provide interments and associated services	Waverley Cemetery; South Head Cemetery  DM BSP	Number of interment services provided at our cemeteries annually is steady or increasing	> 172 per year	2	The number of interment services to date is consistent with estimated annual projections following localised industry consolidation.
				<i>Investigate Cemetery pavilion construction (offset by loan to be repaid by entry to funeral business)</i>	Waverley Cemetery, South Head Cemetery,	

(Service Plus Component 6 – Providing more and safer access to vital services)	DM BSP	service market including options for construction of a cemetery pavilion	and community meeting held by June 2012
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**Strategy: C2b Encourage and foster community pride through volunteering initiatives such as the ‘Civic Pride’ program**

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Programs which encourage volunteering including civic pride and bush care that enhance community cohesion	Implement Volunteering Strategy recommendations	Community Planning; Volunteering Programs; Civic Pride Programs; Bush Care Programs	40% of Volunteering strategy recommendations implemented	June 2012	4	
	Develop a community gardens reference group		Number of Council programs that involve volunteers	Four	2	
	Review Recognition & Awards program					
	Pocket Parks program and other civic ride initiatives continued	DM RCPP CCS	Garden group established	June 2012	4	
	Support bushcare program		Program review completed	June 2012	4	
			Two groups established	December 2011	2	
			Number of regeneration projects targeted in partnership with volunteers	Two	2	



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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Planning controls that support the generation of units or monetary contributions towards affordable housing	Promote planning mechanisms for the generation of new affordable housing under the Waverley Affordable Housing Program (WAHP), SEPP (Affordable Rental Housing) 2009, or other housing policy  Implement planning controls that seek to retain existing affordable housing	Housing Planning  DM SLUP	Affordable housing units (rent capped) provided under the WAHP complete term of lease or equivalent value provided in cash	100%	2	The introduction of SEPP (Affordable Rental Housing) has led to a decline in the number of applicants seeking to enter into the Waverley Affordable Housing Program (WAHP), however Council has an enabling clause for affordable housing within the draft Local Environmental Plan (LEP). The LEP is yet to be finalised and Council is currently awaiting legal advice on the legality of the draft affordable housing clause and the potential to use VPA's under the WAHP.
			Number of affordable housing units in Council ownership	Retain or increase	2	
			Percentage of new affordable housing recommendations implemented	100%	2	
			Number of affordable housing units retained or mitigated for if lost	100%	2	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Social housing for older people, people with a disability and families on low to middle incomes	Provide a range of social housing options  Where possible acquire additional units of social housing	Social Housing Program  DM RCPP	Changes in the number of social housing units from current total (55)	= or > than 55 units	<b>2</b>	
Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA	Provide a range of affordable housing options  Where possible acquire additional units of affordable housing  Collect data on tenant profile for social and affordable housing  Let new tender for community housing management services	Affordable Housing Program  DM RCPP	Changes in the number of affordable housing units from current total (32)  Tender process complete	= or >than 32 units  December 2011	<b>2</b>  <b>5</b>	On track for completion by June 2012.

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Support for the operation of a Housing Advisory Committee that reports to Council	Provide administrative and other support to Housing Advisory Committee	Advisory Committees and Forums	Number of meetings of/ reports to Council by Housing Advisory Committee annually	Three meetings	<b>4</b>	
	Report to Council on recommendation from Housing Advisory Committee	DM RCPP	Report annually	June 2012	<b>4</b>	
Support for the provision of low cost housing through the Boarding House Rebate Scheme	Provide a Boarding House Rebate Scheme	Social Housing Program  DM SLUP	Number of boarding houses in the Waverley area maintained	41	<b>1</b>	The Boarding House Rebate Scheme was completed for the 2010-2011 financial year and is no longer in operation. Please remove from the Delivery Program.
A working group to develop local and regional partnerships to address homelessness	Convene a meeting of internal partners to develop strategies to address homelessness	Community Planning  DM RCPP	Number of partnerships that support needs of homeless people	At least three	<b>4</b>	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)	
High quality affordable long day care and family day care for children aged birth to five years and holiday and recreational programs for preschool children	Provide long day care for children aged birth to five years	Waverley, Bronte and Gardiner Child Care Services	% of long day care places utilised	97% per annum	4		
	Provide family day care for children aged birth to five years		Number of children in long day care per day	Minimum of 223	4		
	Provide holiday and recreational programs for preschool children		Family Day Care Services	Number of children in family day care per day	More than 150	4	
			DM CCS	Number of children in holiday programs	At least 20 per program	4	
				Percentage of services maintaining accreditation	100%	4	
				Council's fees compared to other providers	Within 15% of average of other providers	4	
			Satisfaction score from annual child care and family day care services user survey	At least 75%	4		

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Support to families and their children aged from birth to five years including parenting programs and counselling	Provide specific support to families and their children aged from birth to five years	Family Support Services	Number of families in parenting education & support programs annually	At least 80	4	
	Coordinate a program of parenting education and support programs	DM CCS				
	Provide places in Council's Child Care Centres for children with additional needs		Number of places provided for children with additional needs annually	At least 25 families	4	
	Provide family case management and counselling					
	Provide community information forums about children's services		Number of families in case management and/or counselling annually	At least 40 families	4	
			Number of community participants at the 'Transition to School' forum	100 participants	4	
An increase in the number of child care places provided by Council	Finalise operational plans for Early Learning and Care Centre	Community Planning, Child Care Services  DM RCPP DM CCS	Centre is operational	February 2012	4	
	<i>Construction of new Early Learning &amp; Care Centre  (Service Plus Component 6 – Providing more and safer access to vital services)</i>	<i>Community Planning  DM RCPP DM M&amp;C</i>	<i>Finished cost for projects and time to complete compared to agreed budget and timetable</i>	<i>Finished cost is within + or - 10% of agreed budget and completed</i>	4	

within 6  
months of  
agreed  
timetable

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
An annual forum of young people organised by Council	Develop format and program for forum for young people	Services for Young People	Number of targeted engagement activities for young people	50 young people	4	
	Conduct forum of young people	DM RCPP	Annually	One	4	
Recreational and social initiatives for young people	Develop new recreation/ social activities for young people	Services for Young People Recreation Planning	New recreation/ social activities for young people	December 2011	5	Plan to develop activities targeting young people not participating in mainstream sporting programs for the Waverley Park Pavilion. Not practical to implement for the December deadline. Will be well underway by June 2012.
	Introduce new recreation/ social activities for young people	DM RCPP	Number of new recreation/ social activities developed with young people annually	One	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion	Maintain HACC validation for programs	Services for Older People; Library Services; Bondi Pavilion Programs	Percentage of services maintaining accreditation	100%	4	
	Provide a Meals on Wheels service		Number of meals provided daily at home for older people	At least 80	4	
	Provide a shopping service	DM CCS DM LCS	Number of shopping service users	At least 10 clients	4	
	Provide a Waverley Home Library Service		Number of Home Library Service users and loans per annum	180 18,000 pa	4	
	Investigate, report on and implement required processes for Home Library Service's integration with Council's Meals on Wheels Service		Satisfaction rating on annual client survey results	>80%	4	
	Provide programs for older people at Bondi Pavilion		Home Library Service and Meals on Wheels deliveries fully integrated	June 2012	2	
			Number of programs at Bondi Pavilion per month	Four	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Services for the over fifties including a senior's centre that offers recreational, physical, educational and social activities	Operate a senior centre	Services for Older People	Average monthly attendance at Seniors Centre maintained or increased	1700	4	
	Provide a varied program of activities and events for older people	DM CCS	Number of programs/ activities provided per week at Seniors Centre for older people	At least 30	4	
Services to adults with mild intellectual disability to promote independent living	Provide a program of classes and courses aimed at improving independent living skills for people with mild intellectual disability	Services for People with a Disability  DM CCS	Number life skills courses held annually	12	4	
Individual support and medium term accommodation places for people with mild intellectual disability	Provide subsidised rental accommodation places for people with intellectual disability.	Services for People with a Disability	Number of people with intellectual disability provided with subsidised rental accommodation places	Six	4	
	Provide individual and group support and case management services for people with mild intellectual disability	DM CCS	Number of people with mild intellectual disability provided with support annually	12	4	
			Satisfaction rating on annual client survey	At least 75%	4	



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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide subsidised accommodation for identified groups	Community Support and Grants	Percentage of subsidised accommodation provided to priority groups including Bondi Beach Cottage, Bridge Housing, Grace Child Care Centre, Junction House, Kindamindi, Bondi Toy Library, Playgroups, ECHO Neighbourhood Centre, EATS (Eastern Area Tenants Services), Computer Pals, Waverley Drug & Alcohol Centre, Randwick/ Waverley Community Transport, WAYS Youth Service, ESBEC	100%	4	
	Provide management support to community group	DM RCPP		Review of management support provided completed	June 2012	4

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
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	<p>Provide funding through the community grants program to organisation targeting children, young people, older people, those with a disability and the community generally</p> <p>Provide funding through the small grants program for community groups delivering cultural, recreational and social outcomes</p> <p>Monitor community grants program recipients to ensure that they funding provided meets Social Plan priorities</p>	<p>Community Support and Grants</p> <p>DM RCPP</p>	Level of funding provided annually through the community grants program to organisation targeting children, young people, older people, those with a disability and the community generally delivering cultural, recreational and social outcomes	<p><u>Family and Community</u> \$83,000; Bondi Beach Cottage, Community Transport, Norman Andrews House, Mindfields, EATS, The Lighthouse</p> <p><u>Children</u> \$27,500; Bondi Toy Library, OSH Services, Francis St Playgroup,</p> <p><u>Youth</u> \$110,000; WAYS, Bondi Outreach Service</p> <p><u>Older People and those with a Disability</u> \$50,928</p>	4	

ECHO,  
Junction  
House

Level of funding provided annually through the small grants program for community groups delivering cultural, recreational and social outcomes

\$79,000

4

Percentage of grant recipients who meet Social Plan priorities

100%

4

**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Up to date and accessible community profile and demographic information	Ensure Council's online profile is reviewed regularly and supplemented with updates	Community Planning  DM RCPP	Reviewed and updated annually	June 2012	4	
Documented research on key issues including safety, housing, children, ageing	Completed social planning research for identified priority issues	Community Planning  DM RCPP	Number of social planning research reports completed annually	Two	4	

**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Implementation of Community Safety Plan	Safety audits of Bondi and Bondi Junction Place undertaken	Place Safety Management	Number of safety audits of Bondi and Bondi Junction undertaken annually	At least two	2	
	Issues from audits that require attention actioned	DM BB DM BJ				
	Current alcohol free zones reviewed		Alcohol free zones in Bondi reviewed	June 2012	1	
	Current alcohol free zones renewed or new zones implemented		Alcohol free zones in Bondi Junction reviewed	October 2011	1	
	Alcohol free zones signs installed and maintained		Condition and location of alcohol free zone signs audited	October and April annually	2	
Funding sought from other levels of government to develop and provide community safety programs	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					

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**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)	
A summer strategy for Bondi to promote a safe and enjoyable environment at peak times	Safe Summer Initiative reviewed and evaluated annually	Place Safety Management	Safe Summer Initiative reviewed and evaluated annually	Safe Summer: Review – September	1		
	Safe Summer program implemented for 2011-12	DM BB		Implemented	December	1	
	Safe Summer Initiative model reviewed for 2012-15			Evaluation	April	4	
				Model reviewed	March - August 2011	4	
Increased passive surveillance and night time security in Oxford Street mall	Encourage evening activities on Oxford Street Mall including late trading businesses	Place Safety Management	Survey results indicate safety is not a concern in Bondi Junction	Safety issues less than 5% in survey	4		
		DM BJ		Number of businesses trading after 5.00pm in Oxford Street Mall	Four businesses	2	

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**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Support for the operation of a Community Safety Committee	Participate in and support community safety programs	Community Safety	Number of ongoing or project based programs undertaken with external partners	At least two per annum	2	
	Implement Community Safety Plan	Advisory Committees and Forums				
	Provide administrative and other support to Community Safety Committee	DM RCPP	Major project implemented annually	One project	4	
			Composition of Community Safety Committee includes a broad range of groups that are representative of the community	Representation includes Police and at least three other community interest groups	2	
Provide of emergency management including support for Waverley/ Woollahra SES	Provide accommodation and other support for Waverley/ Woollahra SES	Emergency Management Services	Disaster Management Plan (DISPLAN) reviewed and kept up to date	Annually	4	
	Meet regularly with Waverley/ Woollahra SES Controller	Director PW&S				
	Maintain up to date Disaster Management Plans					

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A Lifeguard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	Roster Lifeguards for year round operations at Council's beaches	Lifeguard Services	Number of lives lost by drowning on Council's beaches annually	No Drownings	2	
	Recruit and provide induction and training for casual Lifeguards for summer season	DM B&S	Number of serious injuries on Council's beaches annually	Less serious injuries than previous year	2	
	Work with surf life saving clubs and volunteer lifesavers					
	Undertake patrols of beaches to maintain surf safety					
	Undertake rescues and provide first aid and other assistance on Council's beaches		Number of rescues undertaken on Councils beaches annually compared to number of users	Less rescues per 10,000 users than previous year	2	
			Percentage attendance by volunteer surf life savers on weekend and public holiday	100%	2	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A program of Surf Awareness/ Education Programs	Develop Surf Awareness/ Education Programs	Lifeguard Services	Number of surf education programs including initiatives for targeted vulnerable groups presented each year	At least 10 programs including one for targeted vulnerable groups	2	
	Present Surf Awareness/ Education Programs	DM B&S				
	Review the format, content and provision of Surf Awareness/ Education Programs presented					
Financial and other support to surf lifesaving clubs in the Waverley area for volunteer lifesaving programs	Provide support to surf lifesaving clubs in the Waverley	Support to Surf Life Saving Clubs	Level of funding or other support provided annually to surf lifesaving clubs in the Waverley area	= or > previous year (2010-11 \$72,500)	2	
	Support refurbishment works at North Bondi Surf Club (Misc Buildings 05)	DM B&S DM BSP DM M&C				Finished cost for projects and time to complete compared to agreed budget and timetable



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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Health, food and hygiene inspections undertaken	Undertake inspections of registered food premises  Undertake inspections of registered hair and beauty premises	Food Hygiene and Regulation  DM C	Percentage of inspections undertaken compared to number of premises that require inspection	80%	<b>2</b>	

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**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A diverse and exciting range of arts and cultural events across Waverley	Provide arts events across Waverley including events provided in collaboration with external organisations	Arts Programs; Other Cultural Programs;	Number and type of arts & cultural events held annually	At least 40	4	
	Provide cultural events across Waverley including events provided in collaboration with external organisations	Cultural Events and Festivals  DM CCS	Number of collaborative arts & cultural events held annually supported by Waverley Council	20	4	
Financial and other support to arts and cultural programs in the Waverley area	Provide funding through the Community Grants Program to Waverley Band and Waverley Philharmonic Orchestra, Sculpture by the Sea and Kiteflyers Association for Festival of the Winds	Arts Programs; Other Cultural Programs; Community Support and Grants  DM RCPP	Level of funding annually to arts and cultural programs in Waverley	At least \$7,700 for Waverley Band and Waverley Philharmonic Orchestra	1	
				At least \$7,000 for arts prizes	1	
	Fund arts prizes for annual competition at Waverley School of Arts			\$10,000 to Sculpture by the Sea	4	
				\$5000 for an artist for Mayors Prize at Sculpture by the Sea	4	

Up to \$8000  
to Kiteflyers  
Association

1

**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Implementation of Artsplus Plan	Implement the Artist in Residence Program	Arts Programs	Number of arts, entertainment and cultural initiatives developed annually	One	4	
	Implement the Resident Theatre Program	DM RCPP		Level of funding provided annually to resident theatre company depending on agreement	Up to \$75,000	4
Funding sought from other levels of government to develop and provide arts, entertainment and cultural events in Waverley	Identify opportunities for funding and awards to celebrate and support arts and cultural events	Cultural Services Planning	Number of awards received and grant funding obtained annually	Two	4	
	Develop and submit submissions for funding and awards to celebrate and support arts and cultural events	DM RCPP DM CCS				

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Art in the public space	Maintain public art inventory	Cultural Services Planning; Arts Programs	Public art inventory and maintenance plan complete	March 2012	4	
	Implement public art maintenance plan					
	Develop annual agreement with Sculpture by the Sea	DM RCPP	Agreement on level of support for Sculpture by the Sea completed annually	August 2011	1	
	Encourage suitable public art in the private domain					
	Develop public art in suitable locations in Waverley		Percentage increase in public art in private domain in Bondi Junction from base year 2009-10	100%	5	Numbers of DA s of a particular size have declined this year and this has impacted this measure.
		Annual increase of public art in public domain	One	1		
A public art trail in Waverley	Develop promotional material to make existing public art accessible through a planned "trail"	Cultural Services Planning  DM RCPP	Report on progress with development of the public art trail reported	March 2012	4	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Support, advice and affordable and accessible venues provided to assist artists and others to hold arts and cultural events and activities	Provide support and advice to assist artists and others to hold arts and cultural events and activities	Cultural Services Planning	Percentage of available venue hire hours in Library exhibition areas, School of Arts and Bondi Pavilion used as a percentage of hours available	Library: >70%	4	
	Provide a range of affordable and accessible venues to assist artists and others to hold arts and cultural events and activities	DM LCS DM RCPP DM CCS		Bondi Pavilion & School of Arts: > 50%		
	Undertake annual audit of affordable and accessible venues in the LGA		Audit of number of residencies, work spaces and accessible venues conducted annually	June 2012	4	
	Results of venue audit available on website					

**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

**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	Plan of Management for Bondi Pavilion and Park completed	Parks, Reserves and Open Space Planning and Design; Recreation Planning	POM for Bondi Park and Pavilion completed	June 2012	5	Plan has been commenced but funding now moved to later years. Report required to Council in February 2012 addressing how to progress this
	Plan of Management for Waverley Park incorporating adopted Masterplan developed	DM RCPP	POM for Waverley Park adopted	September 2011	5	Plan in progress but timeframe delayed. Draft expected February 2012.
Policies and guidelines for recreational activities implemented to ensure fair and balances access and minimise risk	Finalise operational and business plans including relevant policy, licenses and programming materials for Waverley Pavilion	Recreation Planning	Material and systems for Waverley Pavilion finalised	December 2011	5	Priority operational plans have been completed. Building program has been extended. Staff recruitment delayed due to rate variation funding but now in progress. Licenses advertised for summer and winter and are in progress. Temporary licenses completed. Implementation of operational plans expected throughout 2012.
		DM RCPP				
2008 Recreation Needs Study implemented	Continue to implement priority actions in relation to facilities in Waverley Park, Barracluff Park and Rodney Reserve	Recreation Planning DM RCPP DM POSO	Percentage of priority actions for the Recreation Needs Study complete	100%	4	
A playground strategy to	Develop a play strategy	Playground	Play strategy adopted	December	5	Delayed due to increased

identify planned upgrades  
and improvements  
developed

Planning and  
Design

2011

Federal and State funding  
for playground development  
which took priority.

DM RCPP

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**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Recreation opportunities provided in response to community needs	Carry out activities which support local sport and recreation groups	Recreation Planning	Mayor's Bowls Cup delivered	September 2011	<b>1</b>	
	Develop programs for the new Waverley Park Pavilion	DM RCPP	Program for new Waverley Pavilion for 2012 developed	December 2011	<b>5</b>	Staff recruitment delayed due to rate variation and extended timeframes for construction. Program will be developed in 1 <sup>st</sup> half of 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



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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Active and passive recreation facilities provided on Council land or through joint ventures	Design and construct children's bicycle track in Dudley Page Reserve (grant funding)	Parks Infrastructure Works and Maintenance  DM POSO DM RCPP DM M&C	According to funding guidelines	December 2011	5	Target date extended and options to be taken to the community for consultation after Council decision
Sporting fields and other active recreation facilities upgraded	Finalise schedule and plans for facilities in Waverley Park	Parks Infrastructure Works and Maintenance	Report on range of recreation active recreation opportunities improved or increased	August 2011	5	Final schedule delayed until completion of construction of Waverley Park Pavilion
	Identify funding source for work required	DM RCPP				
	Report to Council on proposal		EOI for tennis facilities in Waverley Park developed	June 2012	1	
			Completed	August 2011	5	As above –delayed until completion of Waverley Park Pavilion
	Develop a program for future sport field/ recreation facility upgrades for Waverley Park		Finalise program taking into account Energy Australia works in Waverley Park	March 2012	4	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Playgrounds upgraded	Design and construct final stage of Varna Park playground (grant funding)	Parks Infrastructure Works and Maintenance	According to funding guidelines	December 2011	4	
	One playground (to be identified) to be upgraded (Open Spc/ Rec 06)	DM POSO	Construction complete	June 2012	4	
		DM RCPP	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4	
	<i>Playground upgrades (Service Plus Component 2 – Providing more opportunities for recreation, health and wellbeing)</i>	<i>Parks Infrastructure Works and Maintenance  DM POSO DM RCPP</i>	<i>Finished cost for projects and time to complete compared to agreed budget and timetable</i>	<i>Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable</i>	<b>4</b>	
Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	Undertake works arising from Bronte Park POM	Parks Infrastructure Works and Maintenance  DM RCPP	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and	<b>1</b>	

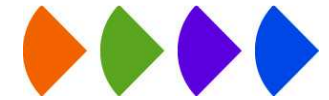
completed  
within 6  
months of  
agreed  
timetable

<i>Construct new Waverley Pavilion (Invest Strategy 02)</i>	<i>Parks Infrastructure Works and Maintenance</i>	<i>Construction complete</i>	<i>September 2011</i>	<b>5</b>	<i>Construction was not complete by September but it is expected to be complete within 6 months of the agreed timetable.</i>
<i>Tamarama Park Plan of Management works</i>					
<i>Waverley Park Plan of Management works (Service Plus Component 2 – Providing more opportunities for recreation, health and wellbeing)</i>	<i>DM RCPP DM M&amp;C</i>	<i>Finished cost for projects and time to complete compared to agreed budget and timetable</i>	<i>Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable</i>	<b>5</b>	<i>The cost of the Waverley Pavilion project is higher than initially estimated due to a number of latent conditions (ground water and soil conditions). These variations have been reported to Council a number of times throughout the project and Council has adjusted the budget to reflect the anticipated final project cost.</i>

**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

# Sustainable Living



## Directions

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.

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

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

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

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

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

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- L6** Roads and intersections are safer and less congested.

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

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- L8** People frequently use public transport, particularly for trips to work.

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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)	
An annual marketing and advertising program aimed at Increased visitation and economic activity in Bondi Junction	Undertake marketing, events and activities to reinforce Bondi Junction’s role as a centre for retail, hospitality, business, commercial and professional services and entertainment	Place Marketing  DM BJ	Number of marketing events and activities undertaken annually	At least six	4		
	Work with other organisations and groups to market and promote Bondi Junction		Number of cooperative marketing events/ activities or advertising undertaken each year	At least two including Business Awards	4		
	Carry out regular Business Activity Audit and report results of these audits		Business Activity Reports and Audit produced annually	Two audits and reports annually	4		
	Undertake a survey of retailers annually		Use annually retailer survey results to develop Bondi Junction marketing events/activities and advertising	indicate steady or improved occupancy rates		4	
			Survey results from annual retailer survey show level or improved satisfaction levels	100%	4		
Improved communication with major Bondi Junction stakeholders	Support and attend meets of the Bondi Junction Forum	Place Management	Number of Bondi Junction Forum, Chamber of Commerce, BEC and other business group attended annually	At least four Forum Meetings and six other meetings with other business stakeholders per annum	4		
	Meet with other Bondi Junction business stakeholders regularly	DM BJ					

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process	Development applications for works within the private and public domain in Bondi Junction commercial precinct assessed against relevant “Place Making Principles” and guidelines in Part F1 of Waverley DCP 2006	Development Assessment and Approvals  DM DA	Percentage of development applications assessments for major private developments that applied ‘Place Making’ principles within Bondi Junction commercial precinct	100%	1	
Bondi Junction Traffic and Transport study adopted recommendations implemented	Implement funded actions from Bondi Junction Traffic and Transport study  Report regularly on progress	Transport Planning  DM TS	Percentage of Traffic and Transport recommendations implemented as per schedule	80%	4	
Minimal disruption to commercial activity achieved through management of the impact of public domain works and private development works	Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved  Enforcement of development approvals and building work compliance	Place Development Planning and Strategy; Place Regulation  DM TS DM C	Change in complaints received in relation to of public domain works and private development works in Bondi Junction from base year 2009-10	< than base year	4 (DM TS)  2 (DM C)	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Increase the availability of commercial office space with good access to public transport facilities	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					
Improve the aesthetic appearance of one of Bondi Junction’s largest and central buildings	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					

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

**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Events and an annual marketing and advertising program with a focus on the low season to increase visitation and economic activity in the Bondi Beach commercial precinct	Develop and implement an events, economic development and marketing program that focuses on supporting local businesses and increasing winter visitation	Place Marketing; Business Development and Support Services	Number of events, marketing and advertising activities undertaken for Bondi Beach commercial precinct	At least two annually	4	
	Work with other organisations and groups to market and promote Bondi	DM BB	Number of cooperative marketing events/ activities or advertising undertaken each year	At least two annually	4	
Sustained or increased business activity in Bondi Beach commercial precinct	Undertake a survey of retailers annually	Place Marketing; Business Development and Support Services	Annual Retailer satisfaction results compared to 2010 baseline	Annual Retailer survey results are equal to or improve on previous result	1	
	Use annual retailer survey results to develop Bondi marketing events and activities					
	Carry out regular Business Activity Audit and report results of these audits	DM BB	Business Activity Reports and Audit for Bondi indicated steady or improved occupancy rates	Two audits conducted annually	4	
				Reports on audits provided biannually	4	



**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)**

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Improved communication with major Bondi stakeholders	Support and attend meets of the Bondi Forum  Meet with other Bondi business stakeholders regularly	Place Marketing  DM BB	Number of Bondi Forum, Chamber of Commerce, BEC and other business group attended annually	At least four Forum Meetings and five other meetings with other business stakeholders per annum	<b>4</b>	
Well utilised, integrated and welcoming public and private domains in Bondi achieved through the development approval process	Assess and approve development applications for Bondi place making in line with Councils planning controls and policies	Development Assessment and Approvals  DM DA	Percentage of development applications assessments for major private developments that applied 'Place Making' principles within Bondi's commercial precinct	100%	<b>2</b>	
Public domain works undertaken as part of overall Design Framework for Bondi Beach	Undertake Bondi Beach Design Framework public domain works  Performance against budget and delivery timeline monitored closely and variances reported	Place Maintenance and Upgrade  DM TS DM M&C	Finished cost for projects and time to complete compared to agreed budget and timetable	Finished cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	<b>4 (DM TS)</b>	
Minimal disruption to commercial activity	Prior notification of commencement of Council works discussed with businesses in general location and	Place Development Planning and	Change in complaints received in relation to of	Less than base year	<b>4 (DM TS)</b>	

achieved through management of the impact of public domain works and private development works	potential impact business entrances resolved Enforcement of development approvals and building work compliance	Strategy; Place Regulation DM TS DM C	public domain works and private development works at Bondi Beach from base year 2009-10
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**Strategy: L1c Support the creation of jobs and business opportunities in Waverley commercial areas including its villages and neighbourhood centres**

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Sustained or increased business activity in commercial neighbourhoods and village centres	Develop and implement an economic development and marketing program	Place Marketing; Business Development and Support Services	Number of cooperative marketing events/ activities or advertising undertaken each year	At least two annually	4	
	Meet with other business stakeholders regularly					
	Carry out regular Business Activity Audit and report results of these audits	DM BB DM BJ	Number of Chamber, BEC and precinct meetings attended annually	At least six meetings with business stakeholders per annum	4	
			Level of business activity in the commercial villages	Business Activity Audit show business activity stable or increasing	4	
Improved communication with business operators and commercial property owners	Prepare and distribute regular newsletters to businesses and business property owners in commercial centres and villages	Place Marketing DM BB DM BJ	Number of newsletters distributed annually to businesses and property owners	At least four	4	

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Support for Indigenous enterprise opportunities in Waverley	Consultation with local Indigenous organisations and or representatives to discuss opportunities for indigenous enterprises in the Waverley area	Business Development and Support Services  DM BB DM BJ	Number of meetings held with indigenous community representatives	At least two	<b>2</b>	
Improved visitor management and access to visitor information	Implement and report on 2011-12 Visitor Management Action Plan	Visitor Management Services and Place Amenity and Access Services	Percentage of actions from Visitor Management Action Plan implemented annually	85%	<b>2</b>	
	Review 2011-12 Visitor Management Action Plan					
	Develop revised Visitor Management Action Plan for 2012-13	DM BB DM BJ	Number of condition audits of information signs conducted annually	One	<b>2</b>	
	Provide, monitor and maintain visitor information signs  Manage and monitor formal visitor information points at Bondi Pavilion, Customer Service Centre		Visitor information points at Bondi Pavilion, Customer Service Centre monitored	Turnover of 100,000 + units of printed information material through VICs		<b>2</b>

**Strategy: L2b Minimise the negative impacts of visitor related activities**

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measure 3 and 5 only)
An enhanced visitor experience with negative impacts mitigated through events, marketing and education initiatives	Develop events, marketing and education initiatives that enhance visitor experience whilst managing negative impacts	Visitor Management Services	Number of events, marketing and education initiatives held annually	At least three	2	
	Implement events, marketing and education initiatives that enhance visitor experience whilst managing negative impacts	DM BB DM BJ				
Collaboration with various authorities and stakeholders to promote tourism and address visitor related issues	Seek out opportunities for joint tourism marketing initiatives for Waverley area	Visitor Management Services	Number of joint tourism marketing initiatives undertaken annually	One	1	
	Participate in joint tourism marketing initiatives for Waverley area	DM BB DM BJ				
An excessive noise compliance program	Receive noise complaints	Pollution Control Programs	Number of noise complaints received annually compared to base year 2009-10	Reduction in noise complaints that are sustained is = or < than base year	2	
	Investigate noise complaints					
	Issue fines or take other enforcement action under the <i>Protection of the Environment Operations Act 1997</i> when required to deal with noise pollution					
			Investigate complaints within seven days of receipt	90%	2	
			Take enforcement action for non compliance	100%	2	

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Improved coordination of public place services to Waverley's commercial centres	Review service standards annually	Place Amenity and Access Services	Number of audits of condition and compliance with SLAs undertaken annually	Quarterly	<b>2</b>	
	Review task list to meet current needs of the major shopping/ commercial districts					
	Guaranteed level of outdoor staff to meet the needs of the major shopping/ commercial districts	DM BJ DM BB DM RR&PPC	Quarterly review of outdoor staff deliverable on SLA agreements	Quarterly	<b>2</b>	
	Implement Service Level Agreements (SLAs) for Commercial Centres including Bondi and Bondi Junction		Percentage compliance with SLA for each Commercial Centre	85%	<b>2</b>	
	Monitor and report on compliance with Service Level Agreements					
All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	Planting and maintenance of high profile gardens undertaken	Parks Cleaning and Maintenance; Place Cleaning Services; Nature Strip Mowing Services;	Percentage compliance with SLA maintenance of parks and high profile gardens	95%	<b>4</b>	
	Cleaning and maintenance of landscaped traffic calming devices undertaken					
	Programmed cleaning of streets, village centres and non landscaped traffic calming devices undertaken in accordance with Public Place Cleansing Standards of Service	DM POSO DM RR&PPC	No of times annually: • landscaped traffic calming devices are maintained;	Minimum four times per year	<b>4</b>	
	Programmed mowing of nature strips undertaken in accordance with Public Place Cleansing Standards of Service		• streets, village centres and non landscaped traffic calming devices are cleaned	Minimum four times per year	<b>4</b>	
	Hazards or item requiring maintenance reported and rectified		• programmed maintenance of	Minimum four times	<b>4</b>	

nature strips  
undertaken per year

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Programmed cleaning and maintenance of Council assets undertaken	Undertake programmed cleaning of council assets including street furniture, signage and litterbins in accordance with adopted Service Level Agreement	Place Cleaning Services  DM RR&PPC	Percentage compliance with SLA for maintenance of Council assets	90%	4	
Graffiti and posters removed in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i>	Remove graffiti in accordance with Council's Graffiti and Billposter Removal Policy	Graffiti Removal Services	Percentage compliance with established graffiti and bill poster removal protocol	90%	4	
	Remove of billposters in accordance with Council's Graffiti and Billposter Removal Policy	DM RR&PPC				
	Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards					
	<i>Increased graffiti removal  (Service Plus Component 7 – Providing more cleaning and greening of all the spaces we share)</i>	<i>Graffiti Removal Services</i>	<i>Increase Graffiti Removal (m3) per Quarter</i>	<i>&gt; 890m3 graffiti removed per Quarter</i>	4	
Community awareness of and engagement with strategies to prevent/ manage graffiti	Graffiti prevention/ management program implemented in accordance with the Community Safety Plan	Community Safety; Civic Pride Programs	Street art strategy implemented	June 2012	4	
		DM RCPP	Number of civic pride sites maintained per year	Four sites	2	
			New sites added each year	One	4	

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Public place regulation and compliance programs undertaken	Undertake regular patrols of the area to ensure regulatory compliance in accordance with Service Level Agreements or in response to customer complaints or requests	Place Regulation DM C	Percentage of times public place regulation and compliance programs meet service standards	90%	<b>2</b>	
Abandoned cars removed	Identify abandoned vehicles  Arrange removal of abandon vehicles to Council depot and securely stored pending disposal  Arrange return or disposal of abandon vehicles	Abandon Car Control and Removal  DM C DM M&C	Percentage of abandoned cars removed in accordance with Impounding Act	100%	<b>2</b>	
Beach cleaning and beach pool cleaning program undertaken	Clean beach using both beach rake and cleaning staff in accordance with agreed program  Seasonal beach pool cleaning program developed and posted on Council's webpage  Clean beach pool in accordance with seasonal cleaning program	Beach Cleaning and Maintenance  DM POSO DC MC	Percentage of times beach cleaning program meets timeframe and standards set  Percentage of times pool cleaning meets timeframe and standards set	95%  80%	<b>4</b>  <b>4</b>	

**Progress Indicator**

1	Completed in accordance with target
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5	Not on track to meet target

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Parks and reserves cleaned and maintained regularly	Programmed cleaning and maintenance of major parks and coastal reserves undertaken	Parks Cleaning and Maintenance	Percentage of times major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Tamarama Park & Marks Park) cleaned daily	95%	4	
	Programmed cleaning and maintenance of other parks and reserves undertaken	DM POSO				
	Emergency cleaning of parks and reserves undertaken					
	Planting, landscaping or landscape maintenance in parks and reserves undertaken		Percentage of times other parks and reserves cleaned weekly	95%	4	
	Check lists for parks completed					
	Hazards in parks reported and rectified		Percentage of times emergency cleaning of Council reserves undertaken within 24 hours of customer request	100%	4	
	Hazards or item requiring maintenance reported and rectified		Percentage of times landscape maintenance is completed in Parks and Reserves	95%	4	



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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
All playgrounds inspected and maintained regularly	Check and inspect high use playgrounds (Waverley Park and Bronte Park) daily and complete check list	Parks Cleaning and Maintenance	Percentage of times high use playgrounds (Waverley Park and Bronte Park) inspected daily	100%	<b>4</b>	
	Check and inspect all other playgrounds monthly and complete check list	DM POSO	Percentage of times all other playgrounds inspected monthly	100%	<b>4</b>	
Trees in streets and reserves are maintained	Service Desk requests for maintenance of trees in streets or reserves assessed, locations inspected and works prioritised with regard to potential risk	Tree Maintenance Services	Percentage of customer requests for maintenance of trees in streets or reserves meet	90%	<b>4</b>	
	Work to maintain trees in streets or reserves undertaken	DM POSO				
Management of companion animals	Ensure compliance with Companion Animals Act including control of dangerous dogs	Animal Control	Change in number of animals impounded annually from base year 2009-10	< than base year	<b>2</b>	
	Deal with complaints about companion animals	DM C				
	Provide companion animal reporting		Investigate complaints within 48 hours	90%	<b>2</b>	
	Deal with abandon companion animals		Provide reporting as required by the legislation within the required time	95%	<b>2</b>	
			Investigate complaints regarding abandoned animals within 24 hours	90%	<b>2</b>	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Inspection and removal of dumped rubbish and where appropriate enforcement action	Dumped rubbish identified and reported for inspection	Dumped Rubbish and Litter Control	Dumped rubbish removed within one week of notification	100%	4	
	Dumped rubbish inspected for possible compliance action	DM C DM RR&PPC	Number of reported dumped rubbish	< than base year	4	
	Undertake legal action in relation to dumped rubbish where possible		Number of compliance notices issued	< than base year	4	
	Remove dumped rubbish		Number of dumped rubbish collected	< than base year	4	
			Tonnes of dumped material collected	< than base year	4	
'Adopt a Tree Program' continued	Program implemented in accordance with Street Tree Masterplan	Civic Pride Programs  DM RCPP	Percentage of healthy trees maintained 12 months after planting season	80%	2	
Footpath garden program continued	Respond to requests for footpath gardens in accordance with policy	Civic Pride Programs  DM RCPP	Number of footpath gardens approved and maintained annually	Five	2	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Approved developments maintain and enhance the identity of Waverley's villages	Assess and approve development applications in line with Councils planning controls and policies	Urban Planning  DM DA	Percentage of development applications assessed in line with Council's planning controls and policies	100%	1	
All properties with heritage significance listed within LEP	Properties with heritage significance identified and reviewed  Consultation undertaken, where required, into heritage listing  Properties with heritage significance listed in LEP	Urban Planning  DM SLUP	Properties and areas with heritage significance are identified within LEP	100%	1	
Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Looking Good – streetscape improvement works undertaken	Consultation with key stakeholders including Place Managers undertaken	Place Maintenance and Upgrade  DM TS DM BJ DM BB	Finished cost and time to complete compared to agreed budget and timetable	Cost is within + or - 10% of agreed budget and completed within 6 months of agreed timetable	<b>4 (DM TS)</b>  <b>4 (DM BJ/BB)</b>	
Civic Pride village improvement project initiated	Consultation with key stakeholders including Place Managers and community  Note – will commence design and consultation for these projects but will not implement during 2011-12	Civic Pride Programs  DM RCPP DM TS	Number of civic pride enhancements developed and implemented annually	Two	<b>4</b>	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)			
Approved developments achieve high quality urban design outcomes	Assess and approve development applications in line with Council's planning controls and policies	Development Assessments and Approvals  DM DA	Percentage of development applications assessed in line with Council's planning controls and policies	100%	1				
			Median time to assess applications is in line with other Group 2 Councils	Number of days	2				
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	Preparation of comprehensive LEP in line with Department of Planning Standard Instrument template  Comprehensive LEP submitted to Department of Planning  Arrange for LEP to be gazetted	Urban Planning  DM SLUP	New comprehensive LEP gazetted	March 2012	4				
			New comprehensive Development Control Plan (DCP) for Waverley developed	Undertake review of Waverley Development Control Plan in line with new comprehensive LEP  Develop revised Waverley Development Control Plan  Submit revised plan to Council for adoption	Urban Planning  DM SLUP	New comprehensive DCP adopted by Council	March 2012	3	DCP to be considered by Council separate to LEP (ie after March 2012)

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Strategic Land Use policies and plans reviewed regularly	Ensure all key strategic land use policies and plans reviewed annually or as required  Review and where necessary amend Council land use policies and plans in the light of new and amended state and federal government legislation and policies	Urban Planning  DM SLUP	Specific Strategic Land Use policies and plans reviewed	100%	<b>2</b>	
Compliance with Council requests for new or amended planning policies and land use plans	Update existing or create new strategic land use policies when requested by Council	Urban Planning  DM SLUP	Percentage of Land Use plans/ policies requested by Council completed within timeframe required	100%	<b>2</b>	
Building regulation, inspection and compliance undertaken	Undertake building compliance inspections	Building and Fire Safety Regulation	Number of complaints about building work received annually compared to base year 2009-10	= or < than base year	<b>2</b>	
	Respond to complaints about building compliance issues	DM C				
	Undertake building fire safety inspections		Time to issue building certificates	14 days	<b>2</b>	
	Issue building occupation certificates					

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Expert heritage advice on development applications	Provide heritage advice to development applicants  Provide heritage advice to Council officers to assist them in assessing development applications	Heritage Conservation  DM SLUP	Heritage advice referrals completed within service standard	90%	4	
An ongoing public education campaign on heritage and good design including annual Heritage and Urban Design Awards	Provide information to the public on heritage and good design  Conduct Heritage and Urban Design Awards	Heritage Conservation  DM SLUP	Heritage and Urban Design Awards conducted annually	April 2012	4	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)	Identify opportunities to deliver public infrastructure through Voluntary Planning Agreements  Develop Voluntary Planning Agreements Policy that deliver public infrastructure	Urban Planning  DM SLUP	Percentage change in number of Voluntary Planning Agreements (VPA) executed annually from 2009-10 base year	Increase from base year	4	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Construction of traffic islands in the Council area	Traffic islands designed and documented  Construction delivery in accordance with program	Traffic Management Services; Road Works and Maintenance  DM TS DM M&C	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	<b>4 (DM TS)</b>	
Traffic & pedestrian crashes reviewed annually	Collect and collate traffic & pedestrian crash data  Review traffic & pedestrian crash data  Report and if required make recommendations on traffic & pedestrian accident data review	Road and Parking Safety Programs  DM TS	Number of vehicle, pedestrian and cyclist crashes causing death or injury is equal to or less than 2005 base year	In 2005 total of 252 crashes: - 2 fatal crashes - 145 injury crashes - 105 non-casualty crashes  Included in these crashes were: - 2 pedestrian fatalities - 22 pedestrian injuries - 0 cyclist fatalities - 21 cyclist	<b>4</b>	



Improve safety around schools	Undertake parking patrols around school zones	Road and Safety Parking Programs	Number of parking patrols a week conducted around schools	injuries	1
	Provide information to improve safety around schools	DM PS		Minimum of five parking patrols a week	
	Undertake enforcement action to ensure safety around schools				

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Waverley Transport Review completed	Report on results of Waverley Transport Review	Traffic Management Services  DM ES	Review completed	June 2012	1	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Availability of bicycle parking improved	Identify locations that require new or additional bicycle parking or other bicycle related facilities  Provide bicycle parking or other bicycle related facilities	Cyclist Mobility Programs  DM ES DM TS	Annual increase in the number of bicycle parking spaces	20 per year	<b>4</b>	
Footpath amenity and accessibility improved	Develop annual footpath program in consultation with Access Committee  Undertake adopted annual footpath program (Footpath Construction 10/11)  Implement Bondi Junction Pedestrian Access and Mobility Plan stage 1 (PAMP 01)	Pedestrian Mobility Programs  DM TS DM M&C	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	<b>4 (DM TS)</b>	
	<i>10% increase in proportion of footpaths kept in top condition  (Service Plus Component 4 – Providing more and safer access to public places)</i>	<i>Pedestrian Mobility Programs  DM TS DM M&amp;C DM BB DM BJ</i>	<i>Finished cost and time to complete compared to agreed budget and timetable</i>	<i>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</i>	<b>4 (DM TS)</b>	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Support for public buses to directly connect neighbourhood centres	Bus operations reviewed annually with STA  Report and if required make recommendations on traffic and pedestrian accident data review to assist with STA planning	Transport Planning  DM TS	Meeting held with STA	May 2012	4	
Bus shelters maintained and replaced	Bus shelter replacement developed and adopted  Bus shelters requiring maintenance identified  Maintenance of bus shelters undertaken  Replacement of bus shelters undertaken in accordance with program (Bus 01)	Other Infrastructure Works and Maintenance  DM TS	Number of bus shelters replaced annually  Finished cost and time to complete compared to agreed budget and timetable	At least two  Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4  4	
Information on Bondi Junction and Bondi Beach promotes the use of public transport	Provide information on the use of public transport in marketing material for events and activities at Bondi Junction and Bondi Beach  Ensure promoters for events at Bondi Junction and Bondi Beach where Council is an event partner promotes the use of public transport in marketing/promotional material	Place Marketing  DM BJ DM BB	Percentage of marketing material that promotes the use of public transport	100%	1	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Parking patrol conducted along main roads during weekdays	Undertake parking patrols along main roads during weekdays	On Street Parking Services	Number of parking patrol conducted each day along main roads during weekdays	Two	<b>2</b>	
	Provide information to improve parking compliance along main roads	DM PS				
	Undertake enforcement action to ensure compliance along main roads					
Parking patrol conducted along transport corridors during weekends	Undertake parking patrols along transport corridors during weekends	On Street Parking Services	Number of parking patrol conducted each day along transport corridors during weekends	Two	<b>2</b>	
	Provide information to improve parking compliance along transport corridors	DM PS				
	Undertake enforcement action to ensure compliance along transport corridors					

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target</b>  (Progress measures 3 and 5 only)
Our infrastructure provides access to public transport that complies with the Commonwealth Disability Standards for Accessible Public Transport 2002	<p>Carry out audit of all bus stops in Waverley</p> <p>Prepare action plan to upgrade non-complying bus stop locations</p> <p>Carry out required work on non-complying bus stop locations</p>	<p>Asset Management Planning</p> <p>DM TS DM M&amp;C</p>	Percentage compliance with Commonwealth Disability Standards for Accessible Public Transport 2002 achieved by December 2012	At least 55%	<b>4 (DM TS)</b>	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Parking patrols conducted in accordance with adopted program in commercial and residential areas	Identify priority areas to be patrolled	On Street Parking Services	Patrol numbers in commercial areas	<b>Commercial areas</b> Bondi Beach – Min two per day Bondi Junction – Min two per day Bronte – Min one per day Local villages – Min one per week	<b>2</b>	
	Undertake parking patrols in commercial and residential areas	DM PS	Patrol numbers in residential areas	<b>Residential areas</b> Bondi Beach – Min two per day (weekend) and one per day (weekday) Bondi Junction – Min one per day Bronte – Min one per day	<b>2</b>	
	Undertake enforcement action to ensure compliance					

Local  
neighbourho  
ods – Min  
one per  
week

Replace old access and payment equipment with new to improve customer service and revenue management	Replace off-street parking access and payment equipment at Eastgate Carpark (Parking 05)	DM BSP	Finished cost and time to complete compared to agreed budget and timetable	Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	<b>2</b>
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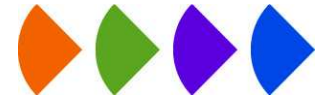
**Strategy: L9b Increase the community's knowledge and awareness of safe parking practices**

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Rolling education program to promote safe parking carried out	Identify parking and road safety issues that would benefit from further community education	Road and Safety Parking Programs	Number of articles on safe parking published annually	At least two	<b>2</b>	
	Produce educational material for identified risk areas	DM PS				
	Provide talks on parking and road safety issues to school and community organisations		Number of talks on road safety provided to schools or other organisations	At least five	<b>1</b>	

**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

# Sustainable Environment



## Directions

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.

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

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

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

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

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

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

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

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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Plans and policies that encourage active travel including but not limited to reducing parking availability and discouraging private car trips	<i>Develop Waverley Bike Plan and implementation schedule</i>	<i>Alternative Transport Programs</i>	<i>Waverley Bike Plan to Council</i>	<i>June 2012</i>	<b>4</b>	
	<i>Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming (Other greenhouse – transport)</i>	<i>DM ES DM SLUP DM TS</i>				
Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometres travelled (VKT) and parking demand	Identify locations for additional car share spaces	Alternative Transport Programs	Increase in car share spaces in 2011-12	15% increase on previous year	<b>4</b>	
	Create additional car share spaces	DM TS DM ES				
	Publicise car share scheme and additional car share spaces		Report submitted to Council	June 2012	<b>4</b>	
	Investigate and prepare a report on the feasibility and quadruple bottom line impacts of Waverley's current car-share agreements and alternative business models					
Improved quality and frequency of public transport in the LGA through working with state government and other agencies	Identify opportunities for greater public transport use	Transport Planning	Increase in public transport capacity from base year	Base year to be determined	<b>4</b>	
	Meet regularly with state government agencies to discuss possible improvements/ changes to increase in public transport capacity in LGA	DM ES DM SLUP DM TS	Meetings held with agencies	Twice per year	<b>4</b>	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Education and promotion programs to encourage use of active travel (walking, cycling, car share and public transport) as an alternative to the private car	Coordinate local events, including Ride to Work Day and Walk to Schools Day, that promote sustainable transport	Alternative Transport Programs  DM ES	Number of event, educational activities and other programs to encourage sustainable transport alternatives provided each year	Three events, 12 workshops, two guides	<b>4</b>	
	Run community workshops, including bike proficiency and bike maintenance, that encourage cycling					
	Prepare transport access guides for Council facilities		Plan Completed and being implemented with Waverley Park users	June 2012	<b>4</b>	
	Work with licensed and casual users of Waverley Park and Pavilion to minimise car travel					
An expanded bicycle network together with the provision of bike facilities throughout the LGA	Review and update the Waverley bike maps	Cyclist Mobility Programs	Update of bike maps completed	April 2012	<b>4</b>	
	Produce and distribute revised Waverley bike maps	DM ES	Maps printed	June 2012	<b>4</b>	
	Audit existing routes for signage and ensure all routes are fully signed	DM TS	Audit complete	December 2011	<b>4</b>	
	Participate in the Inner Sydney Regional Bike Plan discussions/ workshops		Attend workshops	Two per year	<b>4</b>	
	Establishment of Bike Consultative Committee		Framework and terms of reference for committee approved	June 2012	<b>4</b>	
	Formalise consultation with bicycle groups and local bike riders through the creation of a bicycle consultative committee		Plan Completed and being implemented with Waverley Park users	June 2012	<b>4</b>	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Pedestrian networks developed, which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					
State government lobbied to introduce light rail within the Eastern Suburbs	Attend meetings about light rail specifically light rail within the Eastern Suburbs	Alternative Transport Programs  DM SLUP DM ES	Number of meetings attended annually by Council staff about light rail within the Eastern Suburbs	One	1	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
State Heritage Office lobbied to develop consistent a policy to help facilitate installations of solar PV and solar hot water on heritage listed buildings/ areas	This was addressed via changes to the Infrastructure SEPP in December 2010 by Department of Planning  Lobby State Heritage Office to ensure streamlined development application process for installation of solar PV and solar hot water on heritage items or in heritage conservation areas	Energy Management Programs  DM ES DM DA	Discussions with State Heritage Office held	Annually	1	
Incentives developed to encourage sustainable retrofits of existing building stock	<i>Implement sustainability retrofit program of existing multi-unit developments (MUDs)</i>  <i>Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming – Other greenhouse – community targets, brokering retrofits/ decentralised energy</i>	<i>Energy Management Programs</i>  <i>DM ES</i>	<i>Program implemented in two MUDs</i>	June 2012	5	This program is currently underfunded.
Incentives developed to encourage sustainable building design and construction beyond BASIX through the DA process	Implement trial of the free Sustainable Building Advisory Service for Waverley residents in partnership with Archicentre	Energy Management Programs  DM ES	Pre-DA sustainability advice provide to applicants	20	1	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits	Coordinate community workshops that assist residents improve energy efficiency	Environmental Education Programs	Number of Sustainable Building workshops run annually	Two	<b>4</b>	
	Provide up to date information to residents in a range of formats on energy efficient technologies and rebates	DM ES	Number of solar PV workshops run annually	Two	<b>4</b>	
			Update website monthly	100%	<b>4</b>	
Opportunities for green roofs (and walls) investigated and ways to encourage integration into commercial and residential buildings developed	Develop green roof controls for integration within the Waverley Development Control Plan	Energy Management Programs  DM ES DM SLUP	Draft DCP to Council	June 2011	<b>1</b>	

**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

**Strategy: E1c Minimise energy use in Council operations**

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Energy saving and renewable technology opportunities at Council's top five greenhouse gas sites identified and implemented	<i>Implement energy saving and renewable technologies at Bondi Pavilion</i>	<i>Energy Management Programs</i>	<i>Energy reduction (kWh) from selected Council facilities from 2008-09 levels</i>	<i>10% energy reduction</i>	<b>5</b>	This program is currently underfunded.
	<i>Implement energy saving and renewable technologies at Waverley Library</i>	<i>DM ES</i>				
	<i>Implement energy savings and renewable technologies at Eastgate Carpark</i>					
	<i>Council buildings meet greenhouse reduction targets (more than offset by energy savings) (Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming)</i>					
A partnership with Energy Australia to upgrade street lighting with energy efficient alternatives (eg, LED) explored	<i>Commence discussions with Energy Australia to undertake an LED street lighting trial in Waverley</i>	<i>Energy Management Programs</i>	<i>Meeting held</i>	<i>May 2012</i>	<b>4</b>	
	<i>Street lighting luminaires retrofitted (Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming)</i>	<i>DM ES DM TS</i>				
Energy use minimised in new Council assets	Ensure that the design and construction of Waverley Pavilion minimises energy use and maximises renewable technologies	Energy Management Programs	Involvement of Environmental Services staff in Project Control Group	100%	<b>4</b>	
	Ensure that the design and construction of new Bondi Junction Child Care Centre minimises energy use and maximises renewable technologies	DM ES	Involvement of Environmental Services staff in Project Control Group	100%	<b>4</b>	

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Renewable technology opportunities at Council's top five greenhouse gas sites identified and implemented	Install solar hot water system at Bondi Pavilion	Energy Management Programs	Bondi Pavilion system installed	August 2011	1	
	Install solar photovoltaic (PV) at Waverley Pavilion		Waverley Pavilion system installed	July 2011	4	
		DM ES	Greenhouse gas emissions (tonnes CO2e) reduced			
Uptake of Green Power by residents and businesses in the LGA increased through promotions and retailer partnerships	Promote uptake of greenpower purchase in the community	Energy Management Programs  DM ES	% increase in greenpower usage in LGA	June 2012	4	
District cogeneration in new and existing residential, commercial and retail developments encouraged and facilitated	<i>Commence implementation of cogeneration development strategy in Bondi Junction commercial centre</i>  <i>Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming – Other greenhouse – community targets, brokering retrofits/ decentralised energy</i>	Energy Management Programs  DM ES	Strategy implementation commenced	June 2012	4	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Combined or individual programs (discounts/ bulk purchasing/ brokerage/ retrofit services) for encouraging uptake of energy efficient technologies and behaviours; efficient hot water alternatives (solar hot water and heat pumps) and solar PV identified and implemented	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					
Existing Federal Government and State Government funded initiatives (eg, Green Loans, Small Business Energy Efficiency programs) used and built on to encourage uptake of energy efficient technologies and behaviours	Promote federal and state government funded initiatives that encourage the uptake of renewable and energy efficiency technologies	Energy Management Programs  DM ES	Website maintained with current information	100%	4	

**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



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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
A climate change vulnerability assessment for the Waverley area undertaken that includes impacts on our natural assets, built infrastructure and the community's health	<i>Integrate findings of the Waverley Coastal Hazard and Risk Assessment into Waverley Planning Review</i>	<i>Environmental Sustainability Planning</i>	<i>Planning instruments updated</i>	<i>February 2012</i>	<b>4</b>	
	<i>Integrate State planning policies relating to climate change into relevant Council planning documents</i>	<i>DM ES DM SLUP</i>	<i>Planning instruments updated</i>	<i>June 2012</i>	<b>4</b>	
	<i>Other greenhouse – climate change adaptation (Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming)</i>					
An appropriate climate adaptation plan developed with input from Sydney Coastal Councils Group, and other State/ Federal Government initiatives	<i>Develop Coastal Management Plan and Climate Change Adaption policy for Waverley LGA</i>	<i>Environmental Sustainability Planning</i>	<i>Draft plan to Council</i>	<i>June 2012</i>	<b>4</b>	
	<i>Other greenhouse – climate change adaptation (Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming)</i>	<i>DM ES</i>				

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only))</b>
Outcomes of the climate change adaptation plan integrated into all relevant Council decision making and planning processes	<p><i>Update Council planning instruments with findings of the coastal risk assessment</i></p> <p><i>Other greenhouse – climate change adaptation (Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming)</i></p>	<p><i>Environmental Sustainability Planning</i></p> <p><i>DM ES</i></p>	<i>Planning instruments updated</i>	<i>February 2012</i>	<b>4</b>	
Community educated and informed about identified climate change risks	<p><i>Undertake community education program on findings of the coastal risk assessment</i></p> <p><i>Other greenhouse – climate change adaptation (Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming)</i></p>	<p><i>Environmental Education Programs</i></p> <p><i>DM ES</i></p>	<i>Program complete</i>	<i>June 2012</i>	<b>4</b>	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
A domestic waste and recycling service, together with a public place litter collection service	Collect domestic waste weekly	Domestic Waste Services; Recycling Services; Green Waste Services; Clean Up Services  DM RR&PPC	Total tonnes domestic waste collected annually	Decrease in tonnes from previous year	4	
	Collect domestic recycling weekly		Total tonnes domestic recycling collected annually	Increase in tonnes from previous year	4	
	Collect domestic garden waste fortnightly		Total domestic tonnes garden waste collected annually	Increase in tonnes from previous year	4	
	Provide a domestic waste clean up service		Total tonnes domestic waste clean up collected annually	Equal to tonnes from previous year	4	
	Empty street litter bins		Street litter bins less than 100% full	>95%	4	
			Percentage of domestic waste services provided compared to services missed	>95%	4	
Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	<i>Undertake trial program with residents in multi unit developments to improve recycling rates and reduce contamination rates</i>	<i>Waste Management Programs</i>	<i>Trial program complete</i>	<i>February 2012</i>	<b>4</b>	
	<i>Waste targets – community (Service Plus Component 10 – Providing a more sustainable environment with</i>	<i>DM ES DM RR&amp;PPC DM B&amp;S</i>	<i>Recycling increased annually</i>	<i>Increased recycling rates</i>	<b>4</b>	

increased protection from global warming)

DM M&C

compared to previous year

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Residential food waste reduction program implemented	Continue to run the Compost Revolution food waste program in partnership with Woollahra and Randwick Council's	Waste Management Programs	Number of compost bins distributed	200	4	
	Waste targets – community (Service Plus Component 10 – Providing a more sustainable environment with increased protection from global warming)	DM ES DM RR&PPC DM B&S	Reduction in amount of waste produced		4	
A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement	Run an anti-litter education/ enforcement program at Waverley beaches	Waste Management Programs	Anti-litter program complete	Summer 2012	4 (DM ES)	
	Undertake a public place recycling (PPR) program in Bondi Junction commercial centre	DM ES DM BJ DM BB DM C	Public place recycling infrastructure installed	June 2012	5 (DM ES)	Due to reprioritising of activities, the PPR trial in Bondi Junction was postponed to 12/13.
	Waste and litter reduction management plan for Bondi Place Management Area reviewed, implemented and monitored		Reduction in amount of waste produced			
Local events and initiatives that encourage recycling of other waste types eg, Clothes Swaps, Second Hand Market Days, Freecycle	Coordinate community workshops that encourage recycling and reuse of otherwise discarded items	Environmental Education Programs	Number of: - Clothes Swap workshop;	Two	4	
	Coordinate and promote collection services that encourage recycling of other waste types	DM ES	- "Fix It" workshops;	Two	4	
			- composting/ worm farming workshops;	10	4	
			- E waste collections; and Chemical Clean Out	Two - November 2011 and	4	

per year

June 2012  
One - July  
2011

4

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	Participate in SSROC Regional Tender discussions for Waste Disposal	Waste Management Planning  DM ES DM RR&PPC	Attend meetings	Two per year	4	
Local collection options for the responsible disposal or recycling of non-putrescible wastes eg, batteries, paints, oil heaters investigated	Update Council's website to provide up to date information of collection program for other waste types	Waste Management Programs	Website maintained with current information	100%	4	
		DM ES	Reduction in the amount of waste to landfill		4	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>C Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Work with body corporates to promote water efficiency/ reuse in multi-unit dwellings	Promote installation of hot water recirculators in multi-unit dwellings (MUD)	Water Management Programs  DM ES	Promotion completed	December 2011	<b>4</b>	
Water harvesting and reuse opportunities at sites with reliable harvesting potential (ie, base flow or groundwater) and high demand for reuse water identified and projects designed and undertaken to harvest and reuse water	Complete Bondi Sustainable Water Harvesting Project	Water Management Programs  DM ES	Project completed	June 2012	<b>4</b>	
Water conservation workshops giving practical advice for sustainable building design, renovations and water efficient technologies focusing on residents and businesses	Coordinate community workshops that assist residents improve water efficiency	Water Management Programs  DM ES	Number of Sustainable Building workshops run annually	Two	<b>4</b>	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Reduction in potable water use in new Council assets	Integrate water harvesting system into the Waverley Pavilion	Water Management Programs	System included in project	100%	4	
	Integrate water harvesting system and water efficient appliances into the new Bondi Junction Child care centre	DM ES DM RCPP				
Water efficiency and recycling technology at Council's top five water consuming sites investigated and implemented	<i>Install water efficient/ recycling technologies at Bondi Park and Bondi Pavilion</i>	<i>Water Management Programs</i>	<i>Reduction in potable water usage %</i>	10%	4	
	<i>Participate in Sydney Water's Every Drop Counts program for Council's major facilities</i>	<i>DM ES DM POSO</i>	<i>Audit top five facilities</i>	Once per year	4	
	<i>Water efficiency improvements on Council assets (Service Plus Component 11 – Providing more preservation of natural resources and ecosystems)</i>					
Irrigation efficiency at top five Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water	<i>Participate in the Sydney Water Irrigation Landscape Efficiency Project (ILEP) to reduce water use at:</i> <ul style="list-style-type: none"> <li>• <i>Bondi Park</i></li> <li>• <i>Waverley Park</i></li> <li>• <i>Marks Park</i></li> <li>• <i>Hugh Bamford</i></li> </ul>	<i>Water Management Programs</i>	<i>Improved irrigation efficiency and park surfaces</i>	June 2012	4	
		<i>DM ES DM POSO</i>	<i>Reduced potable water consumption (kL)</i>		4	

**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

**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates/ discounts rolled out	Promote the use of hot water recirculators and water rebates available to the community	Water Management Programs	Information available on Council's website and in promotional materials	100%	4	
	Promote installation of rainwater tanks and rebates available to the community	DM ES				
	Promote other rebates and water savings programs offered by other government agencies					

**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



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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Work with top twenty water consumers within the community to implement water reduction/ efficiency strategies	<p><i>Participate in the Sustainable Business program with Sydney Water</i></p> <p><i>Water efficiency improvements by the community (Service Plus Component 11 – Providing more preservation of natural resources and ecosystems)</i></p>	<p><i>Water Management Programs</i></p> <p><i>DM ES</i></p>	<i>Five major water users audited</i>	June 2012	<b>1</b>	
Combined or individual programs (discounts/ bulk purchasing/ brokerage/ subsidised services) to encourage the uptake of water efficient technologies identified and implemented	Promote the use of hot water recirculators and the rebates available to the community	<p>Water Management Programs</p> <p>DM ES</p>	Promotion program developed	June 2012	<b>4</b>	
Existing Federal Government and State Government funded programs used or built on to encourage uptake of water efficient technologies and behaviours	Promotion of federal government and Sydney Water rebates for water tanks and other water saving devices	<p>Water Management Programs</p> <p>DM ES</p>	Information available on Council's website, in promotional materials and in sustainable building workshops	June 2012	<b>4</b>	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Pollution prevention devices installed and maintained throughout the LGA	Gross pollutant traps monitored and maintained across the LGA	Pollution Control Programs  DM ES DM M&C	Reduction in amount of pollutants removed from gross pollution control devices each year compared to 2008-09 base year	5%	4	
Stormwater Harvesting Infrastructure maintained	Maintain existing stormwater and groundwater infrastructure  Monitor re-use water quality and improve quality of stormwater discharge	Water Management Programs  DM ES DM M&C	Maintenance reports and water quality data monitored bi monthly	100%	4	
Water quality at key coastal sites is regularly monitored	<i>Undertake water monitoring program</i>  <i>Water quality improvements (Service Plus Component 11 – Providing more preservation of natural resources and ecosystems)</i>	<i>Water Management Programs</i>  <i>DM ES</i>	<i>Water tested at two key spots weekly</i>	100%	4	
Targeted community environmental education and awareness program on stormwater pollution prevention undertaken	Run communications program on the Bondi Sustainable Water Harvesting program during construction	Environmental Education Programs  DM ES	Program conducted	June 2012	4	
Inspections of LGA to ensure compliance with the <i>Protection of the Environment Operations Act 1997</i> undertaken	Regular inspection of LGA undertaken to ensure compliance with <i>Protection of the Environment Operations Act 1997</i>  Follow up on reported pollution incidents  Inspection of building sites to ensure compliance with <i>Protection of the Environment Operations Act 1997</i>	Pollution Control Programs  DM C	Change in number of POEO Act inspections undertaken compared to base year 2009-10	= or > than base year	4	

**Strategy: E5b Improve the quality of water entering receiving waters**

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Partnerships with external organisations to promote water quality improvement programs including Sewerfix, Don't be a Tosser etc	Participation in DECCW's <i>Beachwatch</i> program  Promote Sydney Water <i>Sewer Fix</i> monitoring program  Complete monitoring of ocean pool quality in partnership with NSW Health	Water Management Programs  DM ES	Number of program in which Council participates annually	At least three	<b>4</b>	

**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

**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	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented	Plant trees over the winter months	Tree Planting Services;	Number of tree planted per year by Council	200 trees planted	4	
	Implement watering and maintenance program over the summer months	Tree Maintenance Services;	Percentage of trees planted that survive by Council	80%	4	
	Update and maintain street tree data base	Tree Management Planning				
	Improve public access to tree planning information on Council's website	DM POSO DM RCPP	Maximum time to update street tree data base after removal or new planting	Three months	1	
	Develop Tree Technical Manual		TTM commenced	December 2011	5	Commenced. 25% completed but delayed by six months due to urgent work required on DCP landscaping component.
Significant tree register maintained and updated	Process to provide access to Significant Tree Register developed including consultation with the community	Tree Management Planning	Significant Tree Register finalised	March 2012	4	
	Report on proposed process completed and adopted	DM RCPP				
Endemic seed propagation program for local plantings implemented	Collect endemic seed from local bushcare areas	Biodiversity Management Programs	Percentage of plants propagated from local source in individual projects	10%	4	
	Program propagation to provide plants for projects	DM RCPP				
Outcomes from Waverley flora and fauna study integrated into Council plans and policies	Integrate findings from Waverley flora and fauna study into Council's planning instruments	Biodiversity Management Programs  DM ES	Planning instruments updated	August 2011	1	

**Strategy: E6b Increase local populations of native plants and animals**

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Areas of threatened and endangered species identified	<i>Identify areas of threatened and endangered species in LEP map</i>  <i>Flora and fauna enhancements (Service Plus Component 11 – Providing more preservation of natural resources and ecosystems)</i>	<i>Biodiversity Management Programs</i>  <i>DM ES</i>	<i>Maps prepared</i>	<i>December 2011</i>	<b>1</b>	
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	<i>Integrate Waverley Flora / Fauna findings into Parks Plans of Management</i>  <i>Service Plus Component 11 – Providing more preservation of natural resources and ecosystems – Flora and fauna enhancements</i>	<i>Biodiversity Management Programs</i>  <i>DM ES</i> <i>DM RCPP</i>	<i>Report to Council</i>	<i>July 2012</i>	<b>4</b>	
Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					
Waverley Street Tree Planting program implemented	Plant trees in priority areas	Tree Planting Services DM POSO	Number of priority areas planted per year by Council	Two	<b>1</b>	

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target</b>  (Progress measures 3 and 5 only)
Work with Department of Environment and Climate Change and Water (DECCW) to protect local marine biodiversity	Work with Sydney Coastal Councils Group to better regulate and improve safety of spearfishing activities in the Waverley area	Biodiversity Management Programs  DM ES	Program implemented	June 2012	<b>4</b>	
Enforcement of marine regulations including fishing bait collection rules throughout the LGA	Regular patrols carried out along LGA sea shore to ensure compliance with marine regulations  Infringement notices issue for breaches of marine regulations	Biodiversity Management Programs  DM C	Change in number of infringements issue for breaches of marine regulations compared to base year 2009-10	= or less than base year	<b>2</b>	
Partnering with the Marine Discovery Centre to educate the community about our local marine environment	<i>Actions for this deliverable will be carried out in future years of this Delivery Program period (subject to available funding)</i>					

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Identify target groups within the community and determine ways to engage with them	Develop and implement an Internal Sustainability Education Program	Environmental Education Programs	Program implemented	At least one per year	<b>1</b>	
	Report to Council on findings of the Community Environment Group survey	DM ES	Report complete	July 2011	<b>1</b>	
Communication and awareness activities on Council's sustainability program rolled out	Deliver Councils Communications Strategy for Council's Environmental Program	Environmental Education Programs	Strategy implemented	June 2012	<b>4</b>	
		DM ES				
Coordination and support to the Eastern Suburbs Schools Environment Network so local teachers, parents, and students have the opportunity share experiences and increase their skills and knowledge	Coordinate the Eastern Suburbs Schools Environment Network	Environmental Education Programs	Meetings with schools held quarterly	100%	<b>4</b>	
		DM ES				
Work with local childcare centres to improve environmental skills and knowledge and deliver environmental outcomes	Implement the SSROC <i>Little Green Steps</i> Program at Waverley, Gardiner and Bronte Childcare Centres	Environmental Education Programs	Number of environmental initiatives implemented at each childcare centre	At least two	<b>4</b>	
		DM ES				
A Waverley Council Sustainable Schools Program	Implement Council's Sustainable Schools Program	Environmental Education Programs	Percentage of schools in LGA participating	75%	<b>4</b>	
	Run Council's Sustainable Schools Grants program	DM ES	Annual grants program completed	February 2012	<b>4</b>	

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

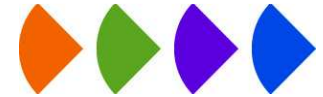
<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>(Comment if not meeting target  (Progress measures 3 and 5 only)nly)</b>
Greenwave workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours	<p><i>Run community Greenwave workshop program to improve community behaviours</i></p> <p><i>Environmental education (Service Plus Component 11 – Providing more preservation of natural resources and ecosystems)</i></p>	<p><i>Environmental Education Programs</i></p> <p><i>DM ES</i></p>	<i>Number of residents participating</i>	400	<b>4</b>	
Green Brains lecture and activity series developed so residents can continue to be informed and engaged in debates around current environmental issues	Run community Green Brains program to improve community behaviours	<p>Environmental Education Programs</p> <p>DM ES</p>	Annual Green Brains program held	June 2012	<b>1</b>	
A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment	Coordinate Council's Summer Activities Program	<p>Environmental Education Programs</p> <p>DM ES</p>	2011-12 program completed	February 2012	<b>4</b>	
An environmental grants program for schools to gain funding to implement environmental projects and programs	Run Council's Sustainable Schools Grants program	<p>Environmental Education Programs</p> <p>DM ES</p>	Annual grants program completed	February 2012	<b>4</b>	

**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



# Sustainable Governance



## Directions

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

- G1** Council's decision making processes are open, transparent, corruption resistant and based on sound integrated planning.

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- G2** Our community is consulted about Council decisions and informed about Council services and activities.

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

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- G4** Council's operations are efficient, effective and provide value for money.

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- G5** Council is a financially sustainable organisation.

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

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- G7** Council maintains sound safety and risk management practices to protect the community and our employees.

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- G8** Council manages information and knowledge in an integrated and accessible way.

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- G9** Council is an attractive, performance-focused employer, governed by great leadership and supported by a committed and adaptable workforce.

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>	
Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	Assess need for new policies and develop as need identified	Governance	All identified governance policies reviewed at least every three years	Policies for review 2011-12	1		
	Develop a policy review program for all governance policies	DM G&IP					Councillor's Expenses and Facilities - November 2011
	Undertake policy reviews						GIPA Act – Publication Guide – December 2011
	Regularly review policies available on Council's website to ensure currency						Sponsorship Grants and Donations – June 2012
							Privacy Management Plan – May 2012
			Information Access – May 2012	4			
			All significant Council policies available on Council's website	100%	1		

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>	
A suite of integrated corporate plans that meet legislative requirements developed and maintained	Ensure alignment of annual Operational Plan, business plans, budgets and other new plans with Directions and Strategies from the Community Strategic Plan	Long Term Integrated Planning and Consultation	Community strategic plan revised every four years	100%	<b>2</b>		
	Review Community Strategic Plan, Resourcing Strategy as required	Director C&TS	Strategic asset management plan, environmental action plan, workforce plan and long term financial plan revised regularly	LTFP annually SAMP every four years EAP every four years WFP every four years	<b>4</b> <b>4</b> <b>4</b> <b>4</b>		
	Develop a Delivery Program for each new Council						
	Develop an annual Operational Plan for adoption by Council annually						
				Delivery Program and Operational Plan adopted by Council	Operational Plan – annually Delivery Program – every four years	<b>4</b> <b>2</b>	
Regular reporting to Council on progress with implementation of integrated corporate plans	Prepare reports on progress with Delivery Program deliverables	Long Term Integrated Planning and Consultation	Six monthly reports provided to Council on progress with Delivery Program	100%	<b>1</b>		
	Report to Council on progress every six months	Director C&TS					
	Report to outgoing Council on quadruple bottom line outcomes		Report to outgoing Council	June 2012	<b>4</b>		

**Strategy: G1b Embed corruption prevention practices in Council operations**

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Regular ethics and Code of Conduct training provided for Councillors and staff	Provide ethics and Code of Conduct training to Councillors	Governance  DM G&IP	Number of ethics and Code of Conduct training events provided annually to Councillors	Two	<b>4</b>	
	Provide ethics and EEO training to all new employees	DM HR/OD	Percentage of new employees who undertake ethics and EEO training within three months	90%	<b>2</b>	
	Provide EEO refresher training to all existing employees		Percentage of staff who complete refresher training every three years	90%	<b>2</b>	
Internal audit function supported and operating effectively and efficiently	Implement internal audit program	Governance	Internal audit program adopted and implemented	Annually	<b>1</b>	
	Provide support to Audit Committee	GMU DM G&IP	Support provided	100%	<b>1</b>	
	Review internal audit program		Program reviewed and adopted	Annually	<b>1</b>	
	Audit Committee Report to Council		Report adopted by Council	Bi-annually	<b>1</b>	
	Audit Committee meetings are conducted regularly		Meetings held to adopted schedule	Five per year	<b>1</b>	

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
A Community Engagement Strategy that meets legislative requirements	Review community survey material	Long Term Integrated Planning and Consultation	Community survey conducted and results available for consideration by outgoing and new Council	Survey conducted by March 2012	4	
	Conduct community survey					
	Report to Council on community survey results	Director C&TS				
A Community Strategic Plan that is inclusive	Develop Community Engagement Strategy for Community Strategic Plan review	Long Term Integrated Planning and Consultation  Director C&TS	Community Engagement Strategy reviewed and adopted by Council prior to consultation on Community Strategic Plan	Community Engagement Strategy reviewed – October 2011	4	Note: This target is typographically incorrect. The statutory target is actually October 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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Advisory committees, precinct committees and community forums supported and maintained	Provide support to the Precinct system	Precinct Committee	Number and type of community committees and forums held annually	Up to 60 meetings	<b>2</b>	
	Promote and advertise Precinct meetings	Facilitation Services				
	Maintain a current Precinct policy and promote the implementation of the new precinct handbook	DM RCPP				
	Provide support to other peak committees and forums including Sustainability Committee; Independent Hearing & Assessment Panel; Access Committee; Multicultural Advisory Committee; Community Safety Advisory Committee; Public Arts Committee; Housing Advisory Committee; Eastern Region Local Government Aboriginal and Torres Strait Islander Forum	Advisory Committees and Forums DM RCPP DM BB DM BJ DM ES				
A website that supports community comment and engagement and includes a 'Have a Say' portal	Place draft policy and plans on website for community comment during exhibition period	Advisory Committees and Forums	Percentage of draft policy and plans placed on website	100%	<b>2</b>	
	Promote consultation events through 'Have a Say' portal	DM RCPP	Percentage of consultation events posted on web site	100%	<b>2</b>	
	Place Precinct agenda and minutes on website					

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A regular professionally produced and interesting community newsletter	Theme identified and material collected for quarterly community newsletter	Media and Communications	Percentage increase in number of respondents that report receiving and reading Council's community newsletter	5%	5	There is currently no base line to define outcome.
	Newsletter produced and distributed	GMU				
Council's Communications Action Plan implemented	Implement the funded actions from the Communications Action Plan	Media and Communications  GMU	Percentage of Plan implemented annually	80%	5	Due to staffing shortages this is not on track.
Communication provided in different formats and community languages including provide of language aide scheme and access to Telephone Interpreter Service	Provide a language aide service and implement review recommendations	Multicultural Services	Number of languages available through the language aide service	Seven	2	
	Support access to the Telephone Interpreter Service	DM RCPP	Number of incidents of use annually of Telephone Interpreter Service compared to base year 2005-06	Number of incidents of use is equal to or greater than base year	2	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Customer service training provided to staff	Provide customer service training to all new staff	Human Resources	Percentage of new staff trained in customer service within three months of joining Council	90%	1	
	Provide customer service refresher training to all existing staff	DM HR/OD				
Training in systems and processes that support customer service provided to identified staff	Undertake a skills assessment of identified staff	Human Resources	Percentage of identified staff trained in customer service systems and processes compared to number that need to be trained	100%	5	Awaiting results of skills assessment and identification of suitable staff for training. Resources will be evaluated at that juncture.
	Develop training programs on customer service systems and processes	DM HR/OD				
	Deliver training programs on customer service systems and processes					
Customer Service Charter implemented	Develop and implement communication strategy for external customers	Customer and Call Centre	Performance against specific customer service strategy targets	80%	4	Many targets in the 2011/2012 Strategy relate to the Community Engagement Strategy. This will need to be rescheduled in the 2 <sup>nd</sup> - 3 <sup>rd</sup> Qtr following staff changes in that area
		DM LCS				

**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



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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Regular customer surveys conducted	Implement and report on Council wide Customer Satisfaction Surveys	Customer and Call Centre	Customer satisfaction score in Mystery Shopper program	At least 80%	<b>5</b>	The community wide survey scheduled for the 3 <sup>rd</sup> Qtr will take the place of the Mystery Shopper Program in 2011/2012
Performance against standards for customer requests and complaints recorded in Service Desk monitored and reported	Monitor number and percentage of customer requests and complaints recorded in Service Desk completed within and outside service standards  Report regularly on performance against standards for customer requests and complaints including possible services improvements	Customer and Call Centre  DM LCS	Percentage of Service Desk requests completed within service standard	At least 80%	<b>2</b>	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Regular reviews of Council services and improvement initiatives undertaken in accordance with program in Council's Workforce Plan	Undertake and support reviews identified in annual program	Human Resources	Number of reviews undertaken annually compared to adopted program	80%	2	
	Report at the conclusion of each review	DM HR/OD				
	Report half yearly on progress with program					
A program of continuous improvement in customer service	Implement revised Customer Service Strategy	Customer and Call Centre; Library Services	Revised Customer Service Strategy implemented	June 2012	2	
	Implement strategies identified through Library Service Review including staff training; purchase of shelf ready resources and implementation of RFID Technology	DM LCS	Staff skills training program implemented	At least 70% of identified collections in 2011-12 annual resource budget	4	
	Implement changes to service delivery		Purchase of shelf ready resources for library			
	Analysis to identify relevant gaps in library programs		Successful implementation of RFID technology	>80% of annual loans via self check	4	
			Gap analysis completed, programs identified, developed and implemented	June 2012	5	The gap analysis exercise will be included in a grant to the State Library in the 3 <sup>rd</sup> Qtr. If successful, this will inform a process of change in library programming to be effected in 2012/2011

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Professional and timely support and assistance to Councillors and meetings of Council and Council committees	Provide agenda and minutes for meetings of Council and Council's standing committees	Councillor Support Governance	Percentage of requests from Councillors completed within 7 days of receipt	95%	<b>2</b>	
	Provide staff for meetings of Council and Council's standing committees	DM G&IP				
	Provide assistance and advice to Councillors on governance matters		Percentage of minutes and agenda for Council and Council committees meet service standards set	95%	<b>2</b>	
	Provide support to Councillors to enable them to effectively carry out their official duties					
Council's vehicle fleet and plant maintained	Manage Council's vehicle fleet and equipment including fleet and equipment replacement and disposal	Fleet Management	Percentage of Council's vehicle fleet and plant available for use daily	90%	<b>2</b>	
	Provide repairs and servicing for Council's vehicle fleet and equipment	DM B&S	Fleet utilisation rate	>75%	<b>2</b>	
			Fleet whole of life costs, downtime costs, maintenance failure records and flat rate repair times	Equal to Industry Standards	<b>2</b>	
Computer and communications network availability ensured	Provide a computer network that supports the work of Council	IT and Telecommunications	Computer network availability (excluding planned downtime)	95%	<b>4</b>	
	Maintain Council's computer network					
	Provide a communications network that supports the work of Council	DM FISS	Phone system availability (excluding planned downtime)	95%	<b>4</b>	
	Maintain Council's communications network					

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
An efficient and effective payroll service	Produce weekly payroll and pay staff	Human Resources	Staff paid on time	100%	1	
	Process information including timesheets and leave forms	DM HR/OD	Staff paid accurately	98%	1	
Efficient and effective corporate procurement services	Coordinate tendering across Council	Purchasing	Number of audits of purchasing conducted annually	At least 12	4	
	Provide advice on purchasing	DM FISS				
	Undertake audits of compliance with Council's purchasing policy					
Store operations that are efficient, effective and delivered in a timely manner	Identify items required regularly by Council	Depot and Stores	Number of stocktakes of items in store undertaken annually	Two	2	
	Order items required regularly by Council	DM B&S				
	Undertake stocktakes of items in store					
More services are provided on line	Identify areas where Council services can be provided on line	IT and Telecommunications	Percentage 149 certificates issued on line compared to total issued in base year 2009-10	Increase on base year	1	
	Establish process to provide 149 certificates issued on line	DM SLUP				
	Provide online planning policies					Draft Waverley LEP and DCP (Waverley Planning Review) provided online

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Participation in partnerships and projects through SSROC	Participation in SSROC Library projects Investigation of shared Customer Service projects	Administration; Library Services  GMU	Number of SSROC projects in which Council participates annually	Four	<b>5</b>	The Division has lacked the required resources to undertake and begin the investigation of shared Customer Services activities with other SSROC councils. It is estimated that this project will commence in 2012/2013
Participation in partnerships and projects with other councils and organisations	Participation in Inter Library Loans Cooperative and Eastern Suburbs HSC Cooperative	Administration; Library Services  GMU	Maintain or increase library partnerships	Two	<b>1</b>	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Financial advice and coordination to ensure Council meets overall budget performance targets provided	Manage Council's financial performance to achieve targets set	Financial Management	Annual budget targets met or exceeded	100%	4	
	Conduct and report on quarterly reviews of budget performance	DM FISS	Number of green lights on Local Government Finance Health Check Indicators	At least seven	4	
	Ensure year end accounts are completed					
	Issue rates notices quarterly and collect rates levied		Annual financial audit completed and reported on time	October	1	
	Achieve a return on Council's cash investments		Rate notices issued in accordance with legislative timetable	100%	4	
			Rates outstanding as a percentage of rates collected	Less than 3.5%	1	
		Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index	100%	4		

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Four-year forecast prepared annually	Develop four-year forecast  Report to Council annually on forecast	Financial Management  DM FISS	Four-year forecast completed and reported to Council each year	April annually	<b>4</b>	
Ten year financial plan (LTFP) reviewed annually	Review LTFP each year based on four year forecast  Report to Council annually on results of review	Financial Management  DM FISS	10 year financial plan review completed and reported to Council each year	April annually	<b>4</b>	
Council's expenditure is funded sustainably	Ensure expenditure requirements have identified funding sources	Financial Management  DM FISS	Surplus or balanced budget achieved annually	100%	<b>4</b>	
Council's expenditure satisfies the needs of the community	Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community strategic plan  Provide advice to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program	Financial Management  Director C&TS	Quarterly budget review reports to Council	Quarterly	<b>2</b>	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A revised Investment Strategy that is being implemented	Review Investment Strategy progress to date	Executive Support and Strategic Projects; Asset Management Planning; Financial Management  GMU	Quarterly progress reporting on Investment Strategy projects	100%	2	
	Continue with implementation of key projects in accordance with adopted implementation plan		Percentage of projects progressed in accordance with implementation plan	80%	2	
	Report to Council regularly on progress of key projects					
A new Investment Strategy based on progress to date and revised financial and other modelling	Review current Investment Strategy	Executive Support and Strategic Projects; Asset Management Planning; Financial Management	Review of current Investment Strategy completed	June 2011	2	
	Update financial modelling and other data that support strategy		New Investment Strategy developed	June 2012	2	
	Undertake consultation on revised Investment Strategy	GMU				
	Report to Council on proposed revised Investment Strategy					

**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



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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Budgeted financial performance for all commercial leases met or exceeded	Manage the leasing Council's commercial property portfolio	Property Management  Senior Facilities Manager	Performance of Council's business activities against budget targets	=/>budgeted financial performance for all commercial leases	<b>2</b>	
Budgeted financial performance for Cemetery business operations met or exceeded	Manage Council's cemetery business unit	Waverley and South Head Cemetery Services  Cemetery Manager	Performance of Council's business activities against budget targets	=/>budgeted financial performance for cemetery business operations	<b>2</b>	
Budgeted financial performance for Council car park business operations met or exceeded	Manage Council's car parks	Off Street Parking Services  Parking Business Manager	Performance of Council's business activities against budget targets	=/>budgeted financial performance for Council car parks operations	<b>4</b>	
Budgeted financial performance for commercial waste collection and recycling service	Manage Council's commercial waste and recycling service	Commercial Waste Services  DM B&S	Performance of Council's business activities against budget targets	=/>budgeted financial performance for commercial waste operations	<b>2</b>	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	Update assessment of assets since completion of SAMP3	Asset Management Services  DM TS	Report on assets during term of Council	June 2012	4	
Long Term Financial Plans (LTFPs) that reflect the full assessed cost of adopted Asset Management Plans	Incorporate asset management funding assessments into 4 year Delivery Program and 10 year financial plan (LTFP)  Report to Council at least annually on asset management funding	Financial Management; Asset Management Services  DM FISS DM TS	Asset maintenance and renewal estimates are shown in Long Term Financial Plans and reported to Council each year	April annually	4	

**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

## Strategy: G6b Implement adopted Asset Management Plans

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
A program of capital works	Capital works program developed	Capital Works Program Planning	On budget and on time delivery of priority capital works	80%	4	
	Adopted and funded capital works program implemented	DM TS	The proportion of assets in Condition Ratings 1, 2 and 3	Increases annually until adopted targets for the condition of assets in WT2 are achieved (subject to available funding)	4	
An annual asset maintenance program	Annual asset maintenance program developed	Asset Management Planning;	Finished cost and time to complete compared to agreed program, budget and timetable	80% of program cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable	4 (DM TS)	
	Adopted and funded asset maintenance program implemented	Asset Design Services			2 (DM BSP)	
	Delivery of annual maintenance program	DM TS	The proportion of assets in Condition Ratings 1, 2 and 3			
	Progress with annual asset maintenance program reported to Council quarterly	DM BSP				
	Kerb and Gutter Construction Grant (Urban Local Roads) (Kerb 02)					
	Kerb and Gutter Construction (Kerb 01)				Increases annually until adopted	2 (DM BSP)
	Roads Construction & Upgrades (Roads 10/11)					

Stormwater drainage construction & upgrades  
(Stormwater 1)

targets for  
the  
condition of  
assets in  
WT2 are  
achieved  
(subject to  
available  
funding)

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**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
An annual asset maintenance program	<p><i>Cemetery infrastructure backlog renewals</i></p> <p><i>Public toilets upgrade</i></p> <p><i>(Service Plus Component 6 – Providing more and safer access to vital services)</i></p>	<p><i>Asset Management Planning; Asset Design Services</i></p> <p><i>DM TS DM M&amp;C DM BSP</i></p>	<p><i>The proportion of assets in Condition Ratings 1, 2 and 3</i></p> <p><i>Finished cost and time to complete compared to agreed program, budget and timetable</i></p>	<p><i>Increases annually until adopted targets for the condition of assets in WT2 are achieved (subject to available funding)</i></p> <p><i>Cost within + or - 10% of agreed budget and completed within 6 months of agreed timetable</i></p>	<p><b>4 (DM TS)</b></p> <p><b>5 (DM BSP)</b></p>	<p>Public toilet upgrade not on track as BSP is under resourced and unable to complete this task.</p>

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year	Progress with scheduled activities monitored quarterly  Progress against benchmarks for asset management assessed annually	Asset Management Program Planning  DM TS	Annual improvement in self-assessed scores (Morrison Low Study) on meeting agreed Business Excellence Framework (BEF) benchmarks for asset management	Steady of increasing compared to base year as at SAMP3 (score between 150 -199, indicating Competence in Asset Management in the Morrison Low Study)	4	

**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

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

Deliverable	Actions	Sub service/ Reporting Officer	Measure	Target	Progress	Comment if not meeting target  (Progress measures 3 and 5 only)
Operational risk processes and strategies reviewed	Conduct general insurance review	Risk and Insurance Management	Review completed	July 2011	1	
	Document processes to manage public liability claims			July 2011	1	
	Identify key measures and develop targets for public liability claims	Risk and Safety Manager	Procedures documented	August 2011	5	Review completed possible KPI's to be identified by new OHS Manager & responsibilities to be allocated post restructure
	Track performance against key measures			August 2011 – June 2012	4	
	Report on progress against targets			August 2011 – June 2012	4	

**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

**Strategy: G7b Maintain a safe workplace**

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Number of lost time injuries and incidents reduced	Develop and implement Claims and Rehabilitation Procedures and tools	Risk and Insurance Management	Percentage reduction in lost time injuries	5%	<b>1</b>	
	Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions	Risk and Safety Manager	Percentage reduction in incidents	5%	<b>2</b>	
	Report on progress including operational improvements		Percentage of corrective actions raised that are closed	60%	<b>2</b>	
OHS Risk Management Plan implemented	OHS Risk Management Plan implemented	Risk and Insurance Management	OHS Plan completion rate	70%	<b>2</b>	
	Progress monitored					
	Reporting on progress provided	Risk and Safety Manager				

**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



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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Knowledge Management Action Plans implemented	Implement the funded actions from the adopted Knowledge Management Action Plans	Records and Public Information services  GMU	Percentage of actions from Knowledge Management Action Plans implemented annually	80%	<b>5</b>	Due to staffing shortages this is not on track.
Records management and information access services provided	Maintain Council's records management system  Provide records management services  Provide advice and training in the use of Council's records management system  Audit and report on compliance with the use of Council's records management system	Records and Public Information Services  DM G&IP	Percentage of staff who comply with Council's Records Management Policy	90%	<b>2</b>	
Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	Develop and implement program for compliance with Government Information (Public Access) Act  Provide access to information under Government Information (Public Access) Act (the GIPA Act)  Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act)	Records and Public Information Services  DM G&IP	Percentage of applications under GIPA and PPIP Acts processed annually in accordance with legislative timeframe	100%	<b>2</b>	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Effectiveness of web site monitored	Maintain Council's web site	IT and Telecommunications  DM FISS	Percentage increase in number of visits to web site each year	10%	4	
	Monitor and report on use of web site					
Geographic information and mapping system across Council maintained	Maintain and update Council's geographic information and mapping system	Land Information Mapping Services	Software and mapping database updates completed annually	100%	2	
	Provide a publicly accessible digital mapping system	DM SLUP	Increase in number of users accessing the mapping website annually from base year 2010-11		1	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
All reports required by legislation or requested by Government departments and agencies provided	Complete Operational Plan as required by legislation	Governance	Percentage of reports required by legislation provided on time and in required format	100%	4	
	Complete and submit Annual Report by due date	GMU				
	Submit annual audited financial accounts to DLG by due date	DM G&IP DM FISS DM C				
	Provide Companion Animal reporting as required					
Annual reports on key council's plans and policies completed	Report on access and equity policies in Council's Annual Report	Governance  DM RCPP	Information for Annual Report provided annually	September 2011	1	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Council's Workforce Plan implemented	Undertake the activities scheduled in Council's Workforce Plan	Human Resources DM HR/OD	Percentage of activities from Workforce Plan completed annually	80%	<b>4</b>	
Improvement in staff retention demonstrated	Review suite of selection skills tests eg, driving, functional assessments, computer tests, psychological suitability of new starters	Human Resources DM HR/OD	Reduction in turnover rate of staff that have been with Council for 3 years and less	14% or less	<b>4</b>	
			Reduction in overall staff turnover rate	11% or less	<b>4</b>	
Recruitment process managed to limit the length of time to fill vacant positions	Undertake recruitment in accordance with guidelines	Human Resources	Recruitment cycle time	6 weeks or less	<b>4</b>	
	Monitor recruitment process to identify issues or delays that may increase time to fill vacant positions	DM HR/OD				
	Respond to any issues or delays identified					

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>Comment if not meeting target  (Progress measures 3 and 5 only)</b>
2011-15 EEO Management Plan developed and implemented	Review 2006-10 EEO Management Plan	Human Resources	2011-15 EEO Management Plan completed	June 2011	4	
	Develop 2011-15 EEO Management Plan	DM HR/OD				
Staff reward and recognition program developed and implemented	Develop reward and recognition program	Human Resources	Rating at each three yearly re-take of staff survey against questions 9 and 16 is increasing	June 2011	1	
	Implement reward and recognition program	DM HR/OD		June 2012	4	
	Monitor implementation and operation of program			June 2012	4	
	Seek staff feedback on reward and recognition program			June 2012	4	
Learning and Development (Training) Plan programs delivered	Develop Learning & Development Plan	Human Resources	Percentage of scheduled components of Training Plan delivered annually	80%	2	
	Implement Learning & Development Plan	DM HR/OD				
	Seek feedback on Plan to assist in development of next Plan		Participants satisfaction score on training evaluation	85%	2	

**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

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

<b>Deliverable</b>	<b>Actions</b>	<b>Sub service/ Reporting Officer</b>	<b>Measure</b>	<b>Target</b>	<b>Progress</b>	<b>(Comment if not meeting target  (Progress measures 3 and 5 only)</b>
Program of internal customer service surveys continued	Implement annual program	Human Resources	Score achieved on internal customer service surveys compared to previous rating and overall rating before or by the 3 <sup>rd</sup> re-take	Each survey has 5% improvement on previous rating	4	
	Develop and implement improvement plans	DM HR/OD				
	Monitor progress with improvement plans					
Business Excellence survey program with staff continued	Undertake survey	Human Resources	Score achieved on each retake of Business Excellence survey	Each survey has 5% improvement on previous rating	4	
	Report results	DM HR/OD				
	Identify possible areas of improvement					

**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