

ACKNOWLEDGEMENT

We acknowledge the Bidjigal and Gadigal people,
who traditionally occupied the Sydney coast

We also acknowledge Aboriginal Elders
both past and present.

OUR COMMUNITY VISION

Waverley: connecting
the city and the sea.

A welcoming and cohesive community
that celebrates and enhances our
spectacular coastline, vibrant places,
and rich cultural heritage.

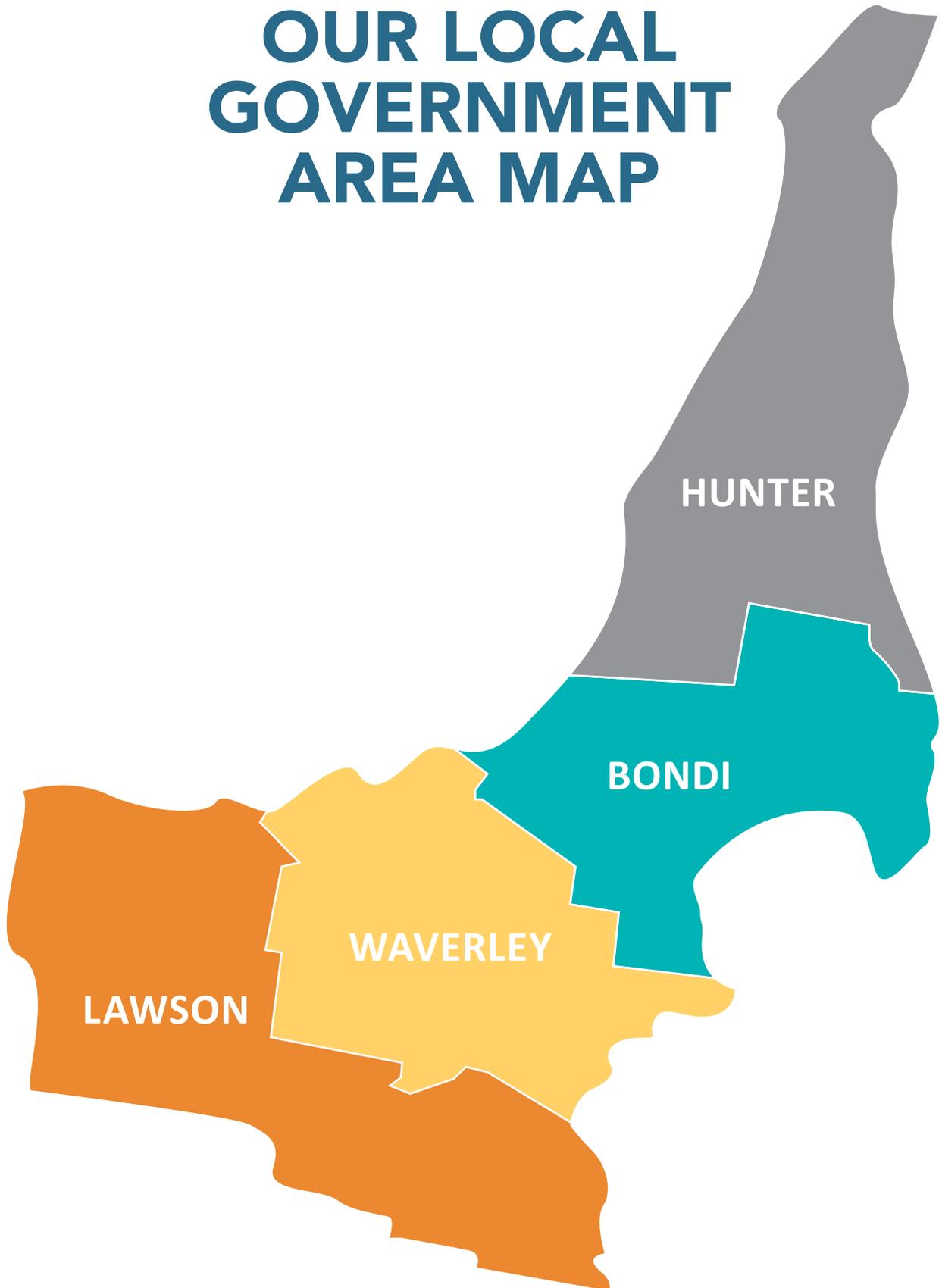


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OUR LOCAL GOVERNMENT AREA MAP



WAVERLEY – OUR LOCAL GOVERNMENT AREA



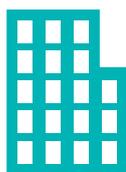
OUR LOCAL GOVERNMENT AREA:

9.2km²

OUR DWELLINGS AND BUSINESSES:



31,564
dwellings



34,730
registered businesses

MEDIAN AGE

35 years

- 16 per cent of our residents are 0–14 years old
- 9.2 per cent are 15–24 years old
- 62.1 per cent are 25–64 years old
- 12.7 per cent are more than 65 years old

OVERSEAS BORN RESIDENTS

38.4%

OUR SUBURBS:

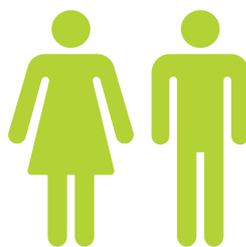
Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley

OUR ATTRACTIONS:

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



POPULATION



TOTAL POPULATION

72,106

PROJECTED POPULATION 2031

80,100

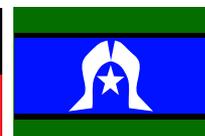
POPULATION DENSITY

77.99

persons per hectare

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

274



LANGUAGES

68.8 per cent of us speak English at home while 20.9 per cent speak a language other than English

Russian is spoken by 2.2 per cent of our residents, 2.1 per cent speak Spanish, 1.9 per cent Portuguese, 1.8 per cent French and 1.7 per cent Italian



JEWISH COMMUNITY

Waverley's Jewish community of

10,076

residents makes up 15.1 percent of our total population

EDUCATION

NUMBER OF SCHOOLS

17 (including both primary and secondary)

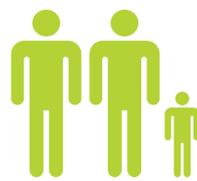
73 per cent of our residents aged over 15 years have completed year 12 schooling or equivalent

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

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

HOUSING

AVERAGE HOUSEHOLD SIZE

 **2.3** people

ECONOMY



\$4.36 billion gross regional product

More than **27,546** jobs in Waverley

RENTING HOUSEHOLDS

43%

MEDIAN WEEKLY RENT

\$620

MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

\$2,300 compared to \$1,482 for Greater Sydney

SINGLE PERSON HOUSEHOLDS

24.7%



HIGH EMPLOYMENT SECTORS

Retail trade, Healthcare and Social Assistance, Accommodation and Food Services, Education and Training, and Professional Scientific and Technical Services

79.9% of Waverley properties are connected to the internet

MESSAGE FROM THE MAYOR



In this Operational Plan, priorities for the next eleven years are represented by eleven themes. These are the things you have told us are the most important to focus on.

A prime focus is Transport, Pedestrians and Parking. We are working to make travel easier both around and beyond Waverley. Better footpaths and safer pedestrian crossings. More cycling including separated cycling infrastructure. We encourage well-operated share bike operations, and share car provision and we continue to lobby the State Government to improve Bondi Junction interchange and bus services on Bondi Road Corridor.

We will improve Council's energy efficiency in buildings and infrastructure. We will look at everything from lighting to heating and cooling options to reduce CO2 emissions. We will also increase the use of renewable energy on community, school and residential properties, with a focus on solar and battery power.

We aim to keep our streets, beach and parks clean and free of litter, rubbish and pollution. As a council, we want to improve waste collection and recycling, and to divert waste from landfill using new treatment technologies. We will lead by example and empower business, residents and visitors by promoting sustainable consumption and waste avoidance. We will increase recycling by promoting reuse, repair and sustainable purchasing and we will focus on reducing single use plastics.

A key focus is Recreation and Open

Spaces to improve the health and quality of life of Waverley's residents. We value public open space and we will retain, protect and improve the quality, capacity and accessibility of parks, open spaces, sporting and recreational facilities.

We will deliver all these actions while adhering to our financial responsibilities. Costs will be well-considered and money responsibly spent. We have carefully budgeted for a range of initiatives according to the priorities raised by the community through consultation.

We're committed to making Waverley a great place to live, work and play well into the future. I am proud of what this plan holds, and look forward to what the next 12 months bring.

Thank you.

Cr John Wakefield
Mayor of Waverley

MESSAGE FROM THE GENERAL MANAGER



I'm pleased to present Waverley Council's Operational Plan for 2018-2019.

This plan is based around our council's new vision 'Waverley - Connecting the city and the sea. An inclusive community celebrating and enhancing our beautiful coastline, vibrant places, and rich cultural heritage', developed through the community's feedback during consultation from November 2018 to February 2019. In setting this vision, Council will be better able to serve the local community and strongly represent it to all levels of government.

As a council, we are in a great position to respond to the community's expectations which are set out in the Waverley Community Strategic Plan. Customers and the community are at the heart of our service delivery. We're committed to meeting community needs and expectations and we will engage and partner with the community to provide the services which meet those needs. We plan to introduce an after-hours service and the use of technology for better interaction between Council

and the community, meaning faster responses and turnaround times. We aim for better value for money for our community by doing a Business Improvement and Service Review. This program will identify services for improvement and allow resource sharing or partnerships with other councils and community organisations.

Corporate Leadership and Engagement is an area that I am particularly focussed on in this Operational Plan. We want to engage the local community in shaping the future of Waverley, and on providing many opportunities for the community to contribute to decision making. This includes working more closely with our Resident Precincts and local businesses. We will build the community's confidence in the integrity and capability of Council by establishing a strong governance framework that is transparent, accountable and uses evidence-based decision making. We will deliver long term financial and economic programs that improve financial sustainability.

Planning, Development and Heritage is also another key area for Council's focus, responding to community interest in this area. We aim to continue improvements to the development application process and to review our planning policies to help increase housing diversity and affordability and protect employment opportunities. Our rigorous DA development assessment processes will be focused on better public outcomes and we plan to protect, respect and conserve items and places of heritage significance, including Bondi Pavilion and the Boot Factory.

The accessibility of our facilities and services throughout the community is a priority. This includes parks, open spaces, sporting and recreational facilities. We will improve access to emerging technologies and library collections and we will deliver accessible community facilities and venues appropriate to the diverse needs of the community. New, upgraded roads and footpaths will balance the needs of pedestrians, bike riders and other users. There will also be improved access to popular destinations such as Bondi Junction, Bondi Beach and local villages and there will be fair access to parking, public transport, and ride sharing. Residents will also benefit from improved access to community services and a range of needs-based, flexible and accessible services, building and facilities. We plan to expand opportunities for the community to access and use digital technology.

Our community has set out some expectations in the Community Strategic Plan and we are committed to responding positively to them. I look forward to continuing our good work for and with the community. We have plans agreed to ensure that we continue to deliver facilities and services to our residents, keep Waverley clean and free from litter and waste, deliver better infrastructure and ensure that our environmental, community and cultural programs get better every year.

Peter Monks
Acting General Manager



THE MAYOR AND COUNCILLORS

WAVERLEY COUNCIL IS MADE UP OF FOUR WARDS – BONDI, LAWSON, WAVERLEY AND HUNTER – EACH ELECTING THREE COUNCILLORS.

The twelve Councillors are elected by residents and ratepayers for three year term. The last elections were held on 9 September 2017.

The position of Mayor is elected by Councillors for a two year period, and Deputy Mayor for a 12-month period.

Councillor John Wakefield is the current Mayor and Councillor Dominic Wy Kanak is the Deputy Mayor. The responsibilities of Councillors are defined in the Local Government Act 1993 and include:

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

COUNCIL MEETINGS AND DECISION MAKING

Ordinary Council meetings are held once a month, on the third Tuesday of the month. Residents are welcome to attend these meetings. Extraordinary Council Meetings are called at short notice from time to time to address particular issues. We also have a range of committees that meet

regularly, including Public Art Advisory Committee, Traffic Advisory Committee, Safety Advisory Committee and the Multicultural Advisory Committee. Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.

BONDI WARD



John Wakefield
Mayor, Australian Labor Party



Dominic Wy Kanak
Deputy Mayor, Greens



Leon Goltsman
Liberal Party of Australia



HUNTER WARD



Sally Betts
Liberal Party of Australia



Steven Lewis
Australian Labor Party



Will Nemesh
Liberal Party of Australia



LAWSON WARD



Angela Burrill
Liberal Party of Australia



Elaine Keenan
Greens



Paula Masselos
Australian Labor Party



WAVERLEY WARD



Tony Kay
Liberal Party of Australia



George Copeland
Greens



Marjorie O'Neill
Australian Labor Party



OUR ORGANISATION

OUR VISION

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

OUR MISSION

Wow! This is Waverley.

OUR VALUES

Together, Responsible, Engaging, Creative.

WAVERLEY COUNCIL IS MADE UP OF FOUR DIRECTORATES:

1

WAVERLEY CORPORATE

2

WAVERLEY LIFE

3

WAVERLEY RENEWAL

4

WAVERLEY FUTURES

WAVERLEY CORPORATE



Acting General Manager,
Peter Monks

DEPARTMENT AREAS

Digital Waverley

Financial Waverley

Internal Ombudsman, Governance and Civic

People and Culture

Engaging Waverley

RESPONSIBILITIES

- Digital business model development
 - Technical support services
 - Information technology
 - Systems
 - GIS Coordination
 - Records management
- Strategic financial management
 - Procurement services
 - Rates management
 - Accounts payable and receivable
 - Council's fleet maintenance and depot store management
- Investigations
 - Access to information
 - Business papers and councillor support
 - Corporate policies, delegations and registers
 - Precinct coordination
- Human resources
 - Risk and safety
 - Learning development
 - Payroll services
- Communications and media
 - Graphic design and web services
 - Community engagement
 - Executive and Mayoral support services
 - Corporate planning and reporting
 - Business improvement

WAVERLEY LIFE



Acting Director,
Linda Bathur

DEPARTMENT AREAS

Caring Waverley

Customer First

Enriching Waverley

Safe Waverley

RESPONSIBILITIES

- Childrens and family services
- Affordable and social housing programs and community support
- Services for older people and people with disabilities
- Community development and neighbourhood connections programs
- Customer service, including Customer Service Centre and Call Centre
- Customer parking, including management of on-street parking, residential parking permit scheme and council's commercial off-street car parks
- Library and learning features
- Cultural programs including visual arts and other programs
- Outdoor and Flagship events
- Waverley facilities including Bondi Pavilion and Margaret Whitlam Recreational Centre
- Rangers and environmental health services
- Lifeguard services
- Community safety strategies and education programs
- Sport and recreation

WAVERLEY FUTURES



Acting Director,
George Bramis

DEPARTMENT AREAS

Shaping Waverley

Building Waverley

Sustainable Waverley

RESPONSIBILITIES

- Town planning
- Planning policies and controls
- Liaising with businesses and providing economic development solutions
- Heritage and urban design
- Development applications
- Building surveying
- Building compliance
- Fire safety and inspections
- Environment
- Green infrastructure
- Waste compliance, reduction and education
- Bushcare program

WAVERLEY RENEWAL



Director,
Emily Scott

DEPARTMENT AREAS

Creating Waverley

Clean & Attractive Waverley

Project Waverley

RESPONSIBILITIES

- Maintain assets including roads, drains, kerb and gutters, footpaths, parks, reserves and beaches
- Traffic, parking, transport and engineering assessment
- Design, landscape architecture and open space planning
- Waste collection (both domestic and commercial)
- Graffiti removal
- Public place cleaning
- Tree maintenance
- Upkeep of parks and beaches
- Waverley and South Head Cemeteries
- Manage, implement and construct Council's major projects, including the Capital Works Program



OUR PLANNING FRAMEWORK

All Councils in New South Wales are required to conduct their business based on an Integrated Planning and Reporting framework. Waverley Council has been a leader in this area since the legislation was introduced in 2009, having produced award-winning asset and financial management plans, and was one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation.

The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future. The framework ensures long-term planning for the future with a commitment to the community having a say in what happens in the area.

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



The Delivery Program is the point where the community’s goals in the community strategic plan is systematically translated into actions. The Delivery Program is the statement of commitment to

the community from each newly elected council. Priorities are set to the goals and strategies in the Community Strategic Plan and appropriate methods to measure the success of the Delivery Program

is identified. The Operational Plan sits under the Delivery Program and lists all the actions the council will undertake during the year to achieve its strategic goals .



HOW TO READ THIS PLAN

COMMUNITY VISION

The community vision is a succinct statement that captures the community's aspirations for the future of Waverley. The community vision is the foundation for the community Strategic Plan.



THEMES

How would we achieve the vision for the future of Waverley?

The priorities that we should focus on as a local government area is representation through 11 thematic areas that were identified as the most significant areas that we should focus on in the next 11 years.

1. Arts and Culture
2. Community Service and Well-being
3. Recreation and Open Spaces
4. Local Economy
5. Planning, Development and Heritage
6. Transport, Pedestrian and Parking
7. Building and Infrastructure
8. Sustainable Environment
9. Sustainable Waste
10. Corporate Leadership and Engagement
11. Knowledge and Innovation



What did the community say?

The community feedback received during the engagement forms the basis for our future priorities

Goals - What will be our focus?

The priorities that we will focus on to achieve results in the next 11 years



Strategies - How will we achieve our goals?

The strategies are plans that will help us achieve our goals.



Deliverables – What will we deliver for the period 2018-2021?

Deliverables are high level actions that Council will deliver in partnership with multiple stakeholders



Activities – What will we implement in 2018/19?

Activities are a combination of services, projects and sub-activities that we will implement in 2018/19 to achieve the deliverables



Outcome - How will we measure our success?

The measures that would help us to monitor progress that we are making in implementing the activity



ARTS AND CULTURE



Goal 1.1: Facilitate opportunities that recognise Waverley's unique place in the Australian contemporary cultural landscape

Strategies	Deliverables	Activity	Measure	Responsibility
1.1.1 Develop and implement a Cultural Plan for Waverley that delivers a diverse range of integrated cultural activities	Implement a rich and diverse program of cultural activities across a range of creative and performing art forms	Implement an annual program of cultural, learning and visual arts activities	Increased customer satisfaction with programs	Enriching Waverley
	Build partnerships with key stakeholders and explore funding opportunities that support and enhance the cultural offering in Waverley	Develop a portfolio of sponsorship and grant funding opportunities	Two new funding opportunities identified	Enriching Waverley
1.1.2. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction	Deliver a diverse program of library activities that foster creativity	Develop and implement an annual program of creative activities	Average 80 per cent booking capacity for activities	Enriching Waverley
	Deliver a broad range of learning programs that educate and inspire	Promote and implement a range of learning opportunities for all ages	Minimum 80 per cent positive customer feedback	Enriching Waverley
1.1.3. Provide a diverse program of recreational and entertainment events that balance community and visitor expectations	Provide a broad program of Council-delivered civic and community events	Deliver an annual program of civic events and community festivals	Minimum 80 per cent positive community and stakeholder feedback	Enriching Waverley
		Review and update Sponsorship Policy	Policy adopted	Engaging Waverley
	Co-ordinate the delivery of externally managed flagship events	Manage public spaces effectively and facilitate the successful delivery of large scale flagship events	Minimum 80 per cent positive community and stakeholder feedback	Enriching Waverley

Goal 1.2: Preserve and interpret the unique cultural heritage of Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
1.2.1 Maintain the unique cultural value and heritage significance of key landmarks	Ensure future uses of Bondi Pavilion reflect its place as a significant cultural space	Develop plans and policies for the Bondi Pavilion that acknowledge and reflect its cultural heritage	Plans and policies in place	Enriching Waverley
1.2.2. Plan and deliver a range of cultural heritage activities that inspire creativity, build participation and create learning opportunities	Deliver and partner with cultural heritage groups and other organisations to deliver culturally relevant activities	Engage with key stakeholders to develop and implement cultural heritage activities and programs	Increase in cultural heritage programs and activities	Enriching Waverley



COMMUNITY SERVICES AND WELL-BEING



Goal 2.1: Create a resilient, caring and cohesive community

Strategies	Deliverables	Activity	Measure	Responsibility
2.1.1 Provide a range of needs-based, flexible and accessible services, buildings and facilities	Develop and implement an integrated social sustainability framework in partnership with other agencies	Undertake research in with key partners to prepare the social sustainability framework	Recommendation report completed	Caring Waverley
	Improve the delivery and viability of integrated early childhood and family support services, Community and Seniors Centre and NDIS registered disability service	Improve client choice and control in the provision of responsive high quality services for children, families, older people and people with a disability	Meet quality assurance and legislative requirements, maintain or increase satisfaction of users	Caring Waverley
	Deliver a transparent, targeted and outcome-focused grants program in response to changing community needs and expectations	Implement grants programs in accordance with legislation and Council's guidelines	Maintain and increase satisfaction rating of grant recipients over 2017 baseline	Caring Waverley
	Review and implement Council's community tenancy policy	Engage stakeholders to review and update Community Tenancy policy	Policy updated	Enriching Waverley
	Improve the capacity of services to better respond to people with complex needs (e.g. young people, mental health, homelessness)	Co-ordinate networking, advocacy and partnership activities with government and community to address unmet needs,	Four activities co-ordinated	Caring Waverley
2.1.2. Provide and manage social and affordable rental housing, community venues and facilities	Manage Council's affordable and social housing programs and partner with other agencies to improve provision	Update housing policies in response to changing community trends and publish an annual report	Policy review completed and annual report published	Caring Waverley
	Deliver accessible community facilities and venues that cater for the diverse needs of the community	Promote Council's community venues and facilities and investigate opportunities to increase utilisation	Increased use of venues and facilities	Enriching Waverley

Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change

Strategies	Deliverables	Activity	Measure	Responsibility
2.2.1 Facilitate social inclusion and neighbourhood programs to strengthen community connections	Implement and facilitate resident-led projects and encourage creative community interactions	Design, deliver and promote neighbourhood programs	Community satisfaction rating of 80 per cent or above and increased participation in neighbourhood programs	Caring Waverley, Sustainable Waverley and Clean and Attractive
	Enhance organisational support for volunteering opportunities and recognise and celebrate volunteers	Support initiatives that promote best practice in volunteer management and involvement across Council	Increased awareness and support for volunteer programs across Council	Caring Waverley
	Provide programs that inform, educate and support Waverley's community	Promote awareness of community services and deliver interactive workshops to support the wellbeing and resilience of children, young people, families, seniors and people with disability	Increased community awareness	Caring Waverley
	Connect with older people and assist residents to remain healthy and active in their homes and communities with good access to information, services and support	Prepare and implement the wellness and re-ablement action plan to support healthy, active lifestyles for older people as they age and connect them to their communities	Action Plan developed and implemented	Caring Waverley
2.2.2. Manage and regulate public places to achieve safe and healthy lifestyles	Prepare and implement proactive health and safety strategies to improve community health and address anti-social behaviour	Undertake daily patrols to improve safety at Bondi, Bronte and Tamarama beaches	100 per cent compliance	Safe Waverley
		Implement strategies to address antisocial behaviour and noise related issues	Reduction in incidents	Safe Waverley

Goal 2.2: Nurture a safe, healthy and well-connected community that has the capacity to embrace challenges and the resilience to adapt to change

Strategies	Deliverables	Activity	Measure	Responsibility
2.2.2. Manage and regulate public places to achieve safe and healthy lifestyles	Prepare and implement proactive health and safety strategies to improve community health and address anti-social behaviour	Undertake inspections to regulate food handling, sewerage, excessive noise and other issues	All inspections completed meet industry standards	Safe Waverley
	Prepare and implement proactive health and safety strategies to improve community health and address anti-social behaviour	Manage and implement companion animals and impounding program	100 per cent legislative requirements met and increase in impounded animals	Safe Waverley

Goal 2.3: Strengthen people's inclusion in community life, promote diversity and celebrate Aboriginal culture past, present and future

Strategies	Deliverables	Activity	Measure	Responsibility
2.3.1 Improve access, participation and inclusion for everyone	Implement Disability Inclusion Action Plan (DIAP), Reconciliation Action Plan (RAP) and other key plans and policies	Implement priority actions in the RAP, DIAP and other relevant plans and policies in partnership with internal and external partners	Annual progress report completed	Caring Waverley
	Strengthen Council's capacity for collaboration and effective partnerships to deliver community and social well-being projects	Implement joint projects with community groups and government agencies to enhance service co-ordination, maximise opportunities and promote inclusion, harmony and diversity	Four initiatives or partnership projects implemented	Caring Waverley
	Deliver and facilitate inclusive, informal and family-friendly local programs that promote harmony and respect	Provide opportunities for residents and visitors to come together in support of Waverley's diverse community	Four activities delivered or facilitated	Caring and Enriching Waverley



RECREATION AND OPEN SPACES

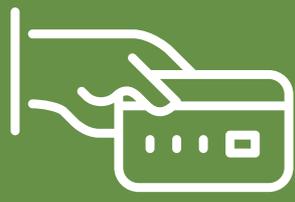


Goal 3.1. Improve health and quality of life through a range of recreational opportunities and quality open spaces

Strategies	Deliverables	Activity	Measure	Responsibility
3.1.1 Retain, protect, and improve the quality, capacity and accessibility of parks, open spaces, sporting and recreational facilities	Understand and respond to the recreation needs of the community	Undertake a recreation needs study in partnership with the community	90 per cent of recreation needs study recommendations implemented	Safe Waverley
	Prepare and implement an Open Space Strategy that caters to and balances the needs of all users	Undertake park and playground upgrades	90 per cent of scheduled park and playground upgrades completed on time and within budget	Creating Waverley
		Service and maintain public open spaces to best practice standards and community expectations	Monthly review of all public open spaces completed to meet the service standards	Clean and Attractive

Goal 3.2. Expand the diverse network of parks and open spaces, sporting and recreational facilities

Strategies	Deliverables	Activity	Measure	Responsibility
3.2.1 Improve access to private and public recreation facilities and open spaces	Partner with key stakeholders to maximise the use and access to private and public open spaces, recreation and sports fields	Manage access to public open spaces to promote optimal use	100 per cent utilisation of existing licenses	Enriching Waverley
	Integrate innovation and emerging technologies in planning and design of open spaces and recreational facilities	Investigate opportunities to include emerging materials that provide cost, lifecycle, environmental and social benefits	Asset maintenance and lifecycle cost reduction reflected in Strategic Asset Management Plan (SAMP)	Creating Waverley



LOCAL ECONOMY



Goal 4.1: Promote Waverley as a significant sustainable economy and innovation precinct

Strategies	Deliverables	Activity	Measure	Responsibility
4.1.1 Facilitate networking and collaboration between Waverley's independent professionals aspiring start-ups	Implement innovative and alternative mechanisms to encourage collaboration and networking	Organise events to facilitate networking opportunities between start ups	A minimum of two events organised	Shaping Waverley
4.1.2. Develop approaches to increase employment opportunities among the highly skilled and educated workforce, including young graduates	Undertake initiatives to facilitate employment opportunities	Organise programs to facilitate employment opportunities	Partnership created with at least one organisation	Shaping Waverley

Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services

Strategies	Deliverables	Activity	Measure	Responsibility
4.2.1 Enhance the commercial core of Bondi Junction to increase employment	Investigate and implement strategies to facilitate commercial office floorspace in Bondi Junction and other centres	Undertake Bondi Junction commercial floorspace audit	Bondi Junction commercial floorspace audit conducted	Shaping Waverley
		Introduce mechanisms to increase commercial floorspace in Bondi Junction	Increased investment in development of commercial floorspace	Shaping Waverley

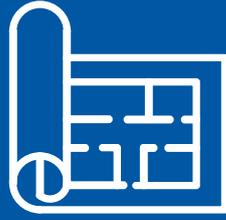
Goal 4.2: Ensure Bondi Junction and Waverley's villages continue to have a diverse range of businesses, local jobs and services

Strategies	Deliverables	Activity	Measure	Responsibility
4.2.2. Support the efforts of a range of stakeholders to increase the diversity of the local economy	Partner with JobsNSW and other agencies to support start-ups and small and medium enterprises	Partner with State government and SMEs to analyse options to increase diversity of the local economy	Partnerships with State and SME's established	Shaping Waverley
	Implement an Easy To Do Business with Council policy	Prepare and implement Commercial Activity in Public Places Policy	Policy adopted and implementation initiated	Shaping Waverley

Goal 4.3: Encourage tourism to support to the local economy and contribute to local amenity

Strategies	Deliverables	Activity	Measure	Responsibility
4.3.1. Ensure tourism contributes to natural and cultural attractions and local amenity	Implement place activation initiatives that reflect community concerns and needs	Implement an integrated approach to events, transport, public place enhancement and promotions	Place activation initiatives adopted	Shaping Waverley
	Lobby State government to amend legislation to better manage short-term holiday lettings	Lobby State government to amend short term holiday lettings legislation and/or policy	State legislative or policy amendments initiated	Shaping Waverley
4.3.2 Support and enhance the tourist economy	Promote and educate visitors on local history, landscape, businesses and cultural assets	Undertake a feasibility study to create a new visitor information centre at Bondi Beach	Feasibility study completed	Shaping Waverley
	Prepare and implement a Destination Management Plan	Prepare Destination marketing strategy via Hello Bondi website and app	Double online website visits to Hello Bondi website	Shaping Waverley





PLANNING, DEVELOPMENT AND HERITAGE



Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods

Strategies	Deliverables	Activity	Measure	Responsibility
5.1.1 Facilitate and enable a diverse range of housing options and other land uses	Develop and implement planning policies to increase affordable housing options	Prepare a local housing strategy in alignment with State government requirements	Strategy adopted	Shaping Waverley
	Align local planning policy regularly with metropolitan planning directions and ensure a diversity of uses are provided	Review Waverley Local Environment Plan(LEP) and Development Control Plan(DCP)	Annual review of DCP and LEP completed	Shaping Waverley
5.1.2. Ensure new development maintains or improves the liveability and amenity of existing neighbourhoods	Ensure planning policy and agreements provide improvements to the surrounding facilities and areas	Review and update Planning Agreement (PA) policy	PA policy updated	Shaping Waverley
5.1.3. Ensure new development provides a high standard of design quality and does not impact on the amenity of neighbours or the wider community	Provide timely determinations of applications for developments	Implement assessment procedures that deliver high quality outcomes and efficient determinations	80 per cent of applications that meet LEP and DCP are determined within 40 working days	Building Waverley
	Ensure new development meets the aims and objectives of the LEP and DCP	Assess all applications against relevant and provisions of the LEP and DCP and other relevant legislation	100 per cent of applications are assessed against relevant provisions of the LEP and DCP and other relevant legislation	Building Waverley

Goal 5.1: Facilitate and deliver well-designed, accessible and sustainable buildings and places that improve the liveability of existing neighbourhoods

Strategies	Deliverables	Activity	Measure	Responsibility
5.1.4. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity	Ensure the development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier	Assess all applications against the development consent and legislation and ensure compliance during required inspections	100 per cent of applications are assessed against relevant development consent and legislation	Building Waverley
	Provide efficient and professional certification	Implement assessment and inspection procedures that deliver high quality outcomes and efficient determinations	80 per cent of building certification inspections are undertaken within 10 working days	Building Waverley
	Ensure new buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new development where Council is the certifier and in existing buildings where potential fire safety issues are identified	80 per cent of fire safety inspections are undertaken within 15 working days	Building Waverley
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Investigate complaints relating to illegal use of building works in a timely manner	80 per cent of complaints regarding illegal development or use of buildings are responded to within 15 working days	Building Waverley
5.1.5. Encourage energy and water efficiency, best practice waste management and zero carbon buildings for all developments	Update planning policies, consider incentives and lobby for improved regulations	Initiate DCP updates to incorporate best practice environment sustainability measures for all developments	Best practice measures identified	Shaping and Sustainable Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
5.2.1 Protect, respect and conserve items and places of heritage significance within Waverley	Prepare and implement Conservation Management Plans (CMPs) and Conservation Strategies	Prepare and implement CMPs for Council-owned heritage assets	CMPs adopted by NSW Heritage Council	Shaping Waverley
		Prepare and implement a Conservation Management Plan and Strategic Business Plan for Waverley Cemetery	Plans endorsed	Clean and Attractive
	Implement events to promote local heritage	Organise heritage and design awards and events	Two heritage events organised	Shaping Waverley
	Prepare and implement Waverley Heritage Study	Review heritage inventory sheets for existing heritage items and Heritage Conservation Areas (HCAs)	Inventory sheets reviewed and updated	Shaping Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
5.3.1 Ensure development and construction in the public and private domain achieves excellence in design	Ensure new developments and building upgrades achieve high quality design outcomes	Engage the Design Excellence Panel (DEP) and Waverley Development Assessment Panel (WDAP) to help achieve improved building design	Increase in recognition and awards received	Building Waverley
		Prepare the Street Design Manual	Manual adopted	Shaping Waverley
5.3.2. Encourage creativity and innovation in the planning, design and delivery of new buildings, streetscape and public places upgrades	Adapt and implement 3D modelling to increase user understanding and appreciation of place	Explore feasibility of expanding 3D model use and application	Feasibility analysis and procurement completed	Shaping Waverley



TRANSPORT, PEDESTRIANS AND PARKING



Strategies	Deliverables	Activity	Measure	Responsibility
6.1.1 Enable people to walk and cycle easily around the local area	Prepare and implement a Walking Audit and Walking Strategy	Undertake Walking Audit and prepare the Walking Strategy	Walking Audit completed and Walking Strategy adopted	Shaping Waverley
	Implement Waverley Bike Plan 2013 and prepare a Cycling Strategy for separated cycling infrastructure	Prepare a Cycling Strategy concentrating on separated cycleways	Strategy adopted	Shaping Waverley
	Continue to implement a partnership program with schools and businesses to promote and encourage active transport	Implement Active Travel to Schools and travel behaviour change programs	Partnered with three local schools	Shaping Waverley
6.1.2. Improve accessibility to public transport and ride sharing	Partner with State government to undertake major improvements to Bondi Junction Interchange, and bus services on Bondi Road Corridor	Prepare plans for improved pedestrian access to Bondi Junction Interchange and lobby State government for bus service improvements	Plans prepared and lodged with state government; Pedestrian improvements endorsed	Strategic transport planning
	Encourage more ride sharing, shared vehicles and electric vehicles through our policies, planning and facilities management	Install car share pods and promote on-demand service and manage bike share operations	Pedestrian improvements implemented	Shaping Waverley
6.1.3. Reduce the need to own and travel by private motor vehicle	Implement an integrated approach to parking, land use and travel demand through our planning instruments and parking policies	Undertake DCP update to reflect integrated approach to parking, land use and travel demand	DCP amendments updated	Shaping Waverley

Goal 6.2. Build and maintain streetscapes that have a welcoming sense of place

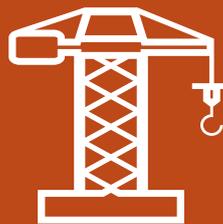
Strategies	Deliverables	Activity	Measure	Responsibility
6.2.1 Improve accessibility and convenience with new and upgraded roads and footpaths that balance the needs of pedestrians, bicycles and other users	Adopt the Transport Hierarchy into all road and footpath works undertaken by council, for both capital and maintenance works	Review road and footpath asset condition plans to ensure compliance with Transport Hierarchy	100 per cent compliance with Transport Hierarchy	Creating Waverley
6.2.2. Deliver improved access to popular destinations such as Bondi Junction, Bondi Beach and local villages	Implement Complete Streets and other improvements to Bondi Junction and implement Campbell Parade Streetscape Upgrade	Manage delivery of Bondi Junction Cycleway and design of Campbell Parade Streetscape	Bondi Junction cycleway construction commenced between Adelaide Street and Bronte Road and construction commenced between Bronte Road and Denison Street	Project Waverley and Shaping Waverley
	Secure State government funding to prepare a study on dedicated bus lanes on Bondi Road, Campbell Parade and Old South Head Road	Apply for State and Federal government funding for dedicated bus lane study	Two funding applications submitted	Shaping Waverley

Goal 6.3. Create safe streets and footpaths with fair access to parking

Strategies	Deliverables	Activity	Measure	Responsibility
6.3.1 Build and maintain streets and footpaths that are safe for everybody	Reduce road speeds in Waverley local government area to 40kmh throughout and 10kmh in select locations	Work with Roads and Maritime Services (RMS) and NSW Centre for Road Safety to reduce road speeds	Additional 10kmh share zones approved, application for 40kmh default urban speed limit submitted	Shaping Waverley and Creating Waverley
	Install lighting, safe crossings and other measures to improve perception of personal safety	Review RMS crash data across Waverley to identify areas that need improvement	Reduction in number of accidents at locations where improvements and changes undertaken	Creating Waverley

Goal 6.3. Create safe streets and footpaths with fair access to parking

Strategies	Deliverables	Activity	Measure	Responsibility
6.3.2. Prioritise residential access to car parking	Review arrangements for parking to address changing community needs including parking permit and electronic permit systems	Review parking arrangements to address the needs of residents and explore options for electric vehicles and an electric permit system	Carer permits promoted, e-permits and electric car charging station investigated, new or expanded Residential Parking Scheme areas implemented	Customer First
6.3.3. Ensure that on-street and off-street parking is fairly and effectively managed	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Research options for ticketless parking and online availability in Council's car parks and implement mobile phone parking at key locations	Ticketless parking in Council's off-street parking facilities investigated and mobile phone payment options implemented at key locations	Customer First
	Ensure residential and commercial parking areas are patrolled as per Service Level Agreement	Ensure residential and commercial parking areas patrolled and areas of concern identified and targeted	Reduction in complaints in target areas	Customer First



BUILDINGS AND INFRASTRUCTURE



Goal 7.1. Undertake long-term maintenance and renewal of Council assets that meet community expectations and statutory obligations

Strategies	Deliverables	Activity	Measure	Responsibility
7.1.1. Implement a sustainable asset management policy and strategy	Implement adopted Asset Management Plans (AMPs) for all infrastructure types	Manage design and delivery of asset renewal projects identified in AMPs and included in Capital Works Program (CWP)	90 per cent of projects included in CWP implemented on time and budget	Project Waverley, Creating Waverley and Clean and Attractive
		Deliver proactive maintenance activities to ensure all Council's civil infrastructure assets meet standards	Annual maintenance program delivered on time and within budget	Clean and Attractive
	Implement continual Improvement Plan for all asset categories	Continual improvement plan recommendations in SAMP5 prioritised and high priority recommendations implemented	90 per cent of recommendations implemented	Creating Waverley

Goal 7.2. Construct and upgrade new buildings and infrastructure that meet current and future community needs

Strategies	Deliverables	Activity	Measure	Responsibility
7.2.1 Work with the community to deliver long-term building and infrastructure plans	Deliver a community infrastructure Capital Works Program	Prepare and implement annual Community Infrastructure Program	90 per cent of Community Infrastructure Program implemented on time and within budget	Creating Waverley
	Develop and implement a Strategic Property Investment framework to effectively manage Council's property portfolio	Manage Council's commercial property portfolio to optimise usage and rental returns	100 per cent occupancy of all leasable space across property, increase in revenue from annual rentals	Enriching Waverley



SUSTAINABLE ENVIRONMENT



Goal 8.1. Reduce greenhouse gas emissions and prepare for the impacts of climate change

Strategies	Deliverables	Activity	Measure	Responsibility
8.1.1. Improve energy efficiency of Council and community buildings and infrastructure	Upgrade lighting, heating, cooling and operations to improve energy efficiency	Deliver the Facilities Energy and Water Savings Action Plan to reduce electricity and water use at Council sites	Energy saving and lighting upgraded in Library and Customer Service Centre	Sustainable Waverley
		Work with Ausgrid to upgrade and improve street lighting performance	250 street lights upgraded	Sustainable Waverley
	Improve environmental performance of new and existing buildings	Deliver the Building Futures program to large strata buildings to reduce the electricity and water consumption	Energy upgrades completed at 10 large strata sites in Bondi Junction	Sustainable Waverley
8.1.2 Increase uptake of renewable energy	Deliver programs to increase the amount of solar and battery installed on community and council properties and buildings, schools and residential properties	Facilitate the installation of solar panels at schools	Installation completed at three schools	Sustainable Waverley
	Increase proportion of renewables in Council electricity through our electricity procurement and facilitate community uptake of renewable energy use	Partner with SSROC and neighbouring Council to procure renewable energy	20 per cent renewable energy purchased	Sustainable Waverley
8.1.3 Plan and respond to the impacts of climate change	Prepare and implement a Waverley Climate Change Adaptation Risk Assessment and Adaptation Plan	Undertake a Climate Change Adaptation Risk Assessment	Climate Change Adaptation Risk Assessment completed	Sustainable Waverley

Goal 8.2. Conserve water and improve water quality

Strategies	Deliverables	Activity	Measure	Responsibility
8.2.1 Increase water harvesting through stormwater harvesting schemes and rainwater capture	Maintain and increase stormwater infrastructure at Bronte, Tamarama and Bondi Beaches	Expand the Bondi stormwater harvesting scheme to North Bondi to reduce potable water used for irrigation and amenities	Design and tender completed	Sustainable Waverley
8.2.2. Improve water efficiency of new and existing community and Council buildings and infrastructure	Utilise water saving devices and practices across parks, beaches and facilities	Maintain leak detection meters at Council's high water-using assets	Reduction in water wastage through faster leak detection	Sustainable Waverley
	Engage with the community and businesses to promote water savings devices and practices	Undertake monitoring and reporting of water consumption	Annual water consumption report completed	Sustainable Waverley
8.2.3. Reduce pollutants entering waterways	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	Improve stormwater quality at North Bondi through installation of a gross pollutant trap	Design and tender completed	Sustainable Waverley
	Manage existing sewer overflows and legacy issue of sewer outfalls at Diamond Bay and Vaucluse	Manage sewer overflows to direct it back into the sewer	Sewer overflows pumped out of stormwater tanks	Sustainable Waverley

Goal 8.3. Protect and increase our local bushland, parks, trees and habitat

Strategies	Deliverables	Activity	Measure	Responsibility
8.3.1 Improve the condition and increase the extent of remnant bushland sites	Implement the Biodiversity Action Plan - Remnant sites, and volunteer bushcare program	Undertake bush regeneration works across Council's remnant bushland sites	Regeneration works completed in all sites	Sustainable Waverley
	Support the delivery of the threatened species Sunshine Wattle (<i>Acacia terminalis</i>) and Eastern Suburbs Banksia Scrub Recovery Plans	Undertake Recovery Plan actions at Loombah Cliffs site, York Road and support Centennial Parklands at Queens Park	Increase in number of Sunshine Wattle plants and area of Eastern Suburbs Banksia scrub	Sustainable Waverley
8.3.2 Develop and implement coastal bushland and habitat improvement plans	Implement the Bronte, Tamarama and Thomas Hogan Ecological Restoration Plans	Expand native bushland and manage weeds at Bronte and Tamarama Gully	Increase in native bushland	Sustainable Waverley
	Prepare and implement the Coastal Bushland Restoration Plan	Prepare a 10-year Coastal Bushland Restoration Plan	Plan complete	Sustainable Waverley
8.3.3 Increase the quantity of trees and plants in public spaces, parks and streets	Prepare and implement an Urban Tree and Canopy Strategy	Prepare an Urban Tree and Canopy Strategy to increase the number of trees across Waverley	Strategy adopted	Sustainable Waverley
		Implement a tree planting program to increase tree canopy cover	Increase in number of trees planted and maintain survival rates for trees planted	Clean and Attractive
	Deliver the Living Connections and Habitat Stepping Stones programs to improve habitat on private land in Waverley	Implement the Living Connections Environmental Trust grant project	50 households engaged	Sustainable Waverley



SUSTAINABLE WASTE



Goal 9.1. Reduce the amount of waste generated

Strategies	Deliverables	Activity	Measure	Responsibility
9.1.1 Engage with residents, visitors and businesses to promote sustainable consumption and waste avoidance	Develop and deliver targeted engagement programs to facilitate re-use, repair and sustainable purchasing	Implement education programs and workshops to facilitate an increase in community re-use and repair	Increased participation in workshops and second nature pledges	Sustainable Waverley
	Develop and deliver programs targeted at residents and businesses to reduce single-use plastics	Deliver the Unwrapping Our Future NSW EPA grant-funded project to reduce single-use packaging	Reduction in single-use packaging in businesses partnered	Sustainable Waverley
9.1.2. Lead advocacy campaigns, policy development and research into systems to reduce waste	Work with businesses, government and industry stakeholders to increase waste recycling and reduction	Collaborate with the NSW EPA, SSROC and industry stakeholders to investigate optimum options to reduce waste going to landfill	Recommendations report endorsed	Sustainable Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
9.2.1 Deliver engagement programs and services to increase waste diversion from landfill	Identify and deliver targeted engagement programs to residents, schools and businesses to increase recycling and lower contamination rates	Deliver engagement programs focused on reducing contamination of recycling bins, improve recovery of recyclables from the general waste and reduce the incidence of problem waste	Annual improvements in resource recovery of residential and commercial waste	Sustainable Waverley
		Build partnerships with key stakeholders including strata managers, real estate agents, building managers and strata committees to drive improved recycling outcomes in apartment buildings		
		Deliver compost revolution program to increase uptake of organics recycling by residents	200 wormfarms or compost bins delivered to Waverley residents	
	Provide waste collection points and recovery programs for problem waste items	Provide electronic and battery waste collection points at the Library and Customer Service Centre and promote additional problem waste disposal locations	Two e-waste days and problem waste collection points at Waverley Library and Customer Service	

Strategies	Deliverables	Activity	Measure	Responsibility
9.2.2. Provide efficient collection of Waverley's waste and recycling to minimise waste to landfill	Provide an optimal, efficient and reliable kerbside recycling and waste collection service	Transition from a four bin waste collection system to a three bin collection system to improve waste collection services	Waste, recycling and green waste bins collected with best service practices	Clean and Attractive
	Provide a bulky waste collection service which is processed to recover as much waste as possible	Review and investigate alternatives to all collection methods for bulky waste items	Review completed	Clean and Attractive
9.2.3. Incorporate the most advanced waste management and treatment technologies to maximise diversion from landfill	Partner with regional stakeholders and State government to investigate and implement new waste technologies to maximise resource recovery	Research and identify opportunities to include recycled plastic and glass into Council's procurement process	Recycled plastic and glass material content is integrated into Council's purchasing procedures	Sustainable Waverley
	Kerbside and public bin waste processed through advanced waste treatment or other technology to maximise diversion from landfill	Process kerbside and public place waste in an advanced waste treatment that maximises landfill diversion	Annual improvement in resource recovery of kerbside and public place waste	Sustainable Waverley, Clean and Attractive

Strategies	Deliverables	Activity	Measure	Responsibility
9.3.1 Undertake programs and services to reduce litter and create clean and attractive public spaces	Deliver education, engagement, and enforcement to reduce litter and dumping in Waverley	Actively patrol and undertake education and enforcement to reduce illegal dumping	Reduction in dumped rubbish reported	Sustainable Waverley, Clean and Attractive
	Develop and support partnerships to reduce litter and dumping on streets, parks and beaches	Build strategic partnerships with strata managers, building managers, real estate agents and cleaners to improve management of unwanted bulky items and reduce illegal dumping	10 per cent reduction in illegal dumping incidents	Sustainable Waverley, Clean and Attractive
	Provide public place waste and recycling infrastructure and improve the cleanliness of streets, litter hotspots and beaches	Deliver litter prevention program that includes education, enforcement, cleansing and infrastructure	Program run with a reduction in litter at audited locations and reported on to the EPA.	Sustainable Waverley
		Undertake beach, park and public place cleaning program according to schedule	Cleaning program completed according to schedule and service standards	Clean and Attractive





CORPORATE LEADERSHIP AND ENGAGEMENT



Goal 10.1. Engage the local community in shaping the future of Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
10.1.1 Provide opportunities for the community to contribute to decision making	Develop and maintain a suite of integrated corporate plans that meet legislative requirements	Undertake Council's integrated Planning and Reporting (IPR), promote to the community and provide engagement opportunities for input	100 per cent of IPR documents prepared and compliant with legislative requirements	Engaging Waverley
	Implement Waverley Community Engagement Strategy	Engage Precinct committees on strategic issues	Increased Precinct satisfaction with their involvement	Internal Ombudsman, Governance and Civic
		Develop and implement a comprehensive, organisation-wide communication and marketing strategy	Plan adopted by Council	Engaging Waverley
		Review and update media and social media policy	Policy adopted by Council	Engaging Waverley
		Develop a community engagement procedure that ensures engagement activities reflect all segments of the community	Policy is in place	Engaging Waverley

Strategies	Deliverables	Activity	Measure	Responsibility			
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Develop and implement an Enterprise Risk Management framework	Develop Council's Business Continuity Plan (BCP)	BCP tested across all departments and completed	People and Culture			
		Council's Risk Register is developed and reviewed at least annually	Risk Register developed and risk controls in place for all identified risks				
		Strategic Safety Management System reviewed and updated	All Workplace Health and Safety policies updated and endorsed				
	Review and implement a governance framework	Develop a corruption resistance plan to mitigate corruption, improve probity and increase accountability	Improved staff understanding of corruption and ethical behaviour	Internal Ombudsman, Governance and Civic			
					Create and maintain a robust policy framework and publically available policy and procedures register	90 per cent of the annual program of policy review completed	Internal Ombudsman, Governance and Civic

Strategies	Deliverables	Activity	Measure	Responsibility
10.2.1 Establish a strong governance framework that is transparent, accountable and employs evidence-based decision making	Review and implement a governance framework	Develop a professional development program for councillors	Program developed and rolled out	Internal Ombudsman, Governance and Civic
		Prepare and roll out a new code of conduct and associated procedures for councillors and staff	Code of Conduct adopted in accordance with Office of the Local Government (OLG) requirements	Internal Ombudsman, Governance and Civic
		Undertake initiatives to improve records management and access to information	Increased use of records management tool and decrease in informal requests	Internal Ombudsman, Governance and Civic, Digital Waverley
		Develop an integrated complaints management system	Increased customer satisfaction with the handling of complaints	Internal Ombudsman, Governance and Civic and Customer First
		Implement the procurement framework	Improved contract cost efficiency	Financial Waverley
		Review and update policies, procedures and business processes to improve financial compliance and risk mitigation	Increase in financial compliance	Financial Waverley

Strategies	Deliverables	Activity	Measure	Responsibility
10.2.2. Deliver long-term financial and economic programs that improve financial sustainability	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies	100 per cent of financial reports are completed within the legislative requirements	Financial Waverley
	Prepare and implement strategies to improve financial performance	Investigate and implement cost efficiency options and income generation opportunities to improve financial performance	Improvement in financial ratios	Financial Waverley
10.2.3. Strengthen capabilities and resources to deliver Waverley Community Strategic Plan 2018-2029 outcomes	Implement the Workforce Management plan	Review recruitment, selection, onboarding and internship and apprenticeship/traineeship strategies	Three apprenticeships and eight traineeships developed	People and Culture
	Implement a Leadership and Employee Development program	Establish Leadership program and introduce Front Line Management Course	All managers have a Leadership Development plan in place	People and Culture

Goal 10.3. Build an organisation that places customers and the community at the heart of service delivery

Strategies	Deliverables	Activity	Measure	Responsibility
10.3.1 Engage and partner with the community to provide services that meet its needs and expectations	Pilot and deliver new customer service ideas focussing on community needs	Provide customer services that are responsive to identified community needs including an after-hours service	Improved customer access to services	Customer First
	Review and implement a Customer Experience Strategy	Embed a service-driven culture through the review and development of a Customer Experience Action Plan	Customer Experience Action Plan adopted and implemented	Customer First
10.3.2. Use technology to streamline and enhance customer interactions with Council	Increase in end-to-end service delivery offerings	Enhance Customer Relationship Management System to improve customer service	Improved response to customers	Customer First
		Digitise services to improve customer service	Two council services digitised and available to the community	Digital Waverley
		Provide digital infrastructure to improve services	Reduction in turnaround time	Digital Waverley
10.3.3. Deliver efficient and effective services to increase value for money	Develop and undertake a Business Improvement and Service Review program	Undertake three business improvement or service reviews across Council	Demonstrated efficiency and effectiveness improvements	Engaging Waverley and All departments
		Review and streamline complaints process, payments and applications procedure	90 per cent of annual program implemented	Customer First
	Undertake resource sharing and/or service delivery partnerships with other councils and community organisations	Partner with neighbouring councils to establish a Parking Operations forum for the sharing of local issues and best practice	Two forum meetings held	All departments



KNOWLEDGE AND INNOVATION



Goal 11.1. Enable our community to embrace economic opportunities using knowledge-based and other emerging technologies

Strategies	Deliverables	Outcome	Services	Responsibility
11.1.1 Use smart city technology to improve the quality of life, optimise resources and economic sustainability	Prepare and Implement the Smart City Strategy	Prepare Smart Cities Strategy and apply for federal Smart Cities funding	Smart cities strategy adopted and grant application submitted	Shaping and Digital Waverley
11.1.2. Expand opportunities for the community to access and utilise digital technology	Expand free Wi-Fi network to neighbourhood centres	Undertake feasibility study to identify potential locations for Wi-Fi expansion	Feasibility study recommendations implemented	Digital Waverley
	Initiate a small grant technology start-up scheme	Investigate technology grant opportunities	Options analysis completed	Shaping Waverley and Digital Waverley
	Explore feasibility of developing data-sharing partnerships	Investigate best practises options for open data sharing	Investigation study completed	Shaping Waverley and Digital Waverley
11.1.3. Encourage knowledge intensive and innovative industries	Develop and implement a strategy to attract knowledge-intensive public sector and private sector employers	Investigate options to attract knowledge-intensive industries	Strategy adopted	Shaping Waverley

Strategies	Deliverables	Outcome	Services	Responsibility
11.2.1 Create innovative spaces for business incubation and knowledge transfer	Plan and finalise the concept of the knowledge and innovation hub based around the Boot Factory	Undertake community consultation and a review of options for use to inform the development of plans to upgrade the Boot Factory building	Recommendation report for options for use	Enriching Waverley
		Manage investigations and development of concept designs	Concept designs completed	Project Waverley
11.2.2. Deliver and facilitate access to emerging technologies and library collections	Develop and implement a new Library Strategic Plan to guide the provision of technology and learning opportunities to support community engagement	Prepare the Library Strategic Plan in consultation with the community	Plan endorsed	Enriching Waverley, Digital Waverley
	Deliver and facilitate access to emerging technologies and library collections	Review and update Library Collection and Development Guidelines to ensure a relevant and accessible library collection	Review completed and recommendations implemented	Enriching Waverley



COMMUNITY GRANTS PROGRAM

COUNCIL PROVIDES A COMMUNITY GRANTS PROGRAM TO ENSURE THE DELIVERY OF A RANGE OF SERVICES TO THE LOCAL COMMUNITY

These services meet outcomes described in Council's Plans. Groups to be supported in 2018-19 are listed below:

Community Organisation/ Group	Payments Projected
Total	339,421
WAYS Youth and Family	77,836
Beaches Outreach Project (BOP)	51,588
Holdsworth Community Centre (Junction House)	40,295
Wayside Chapel (Norman Andrews House)	39,666
Bondi Toy Library	22,141
The Junction Neighbourhood Centre	19,793
Randwick/ Waverley Community Transport	19,085
Eastern Area Tenants Service (EATS)	18,723
Sculpture by the Sea*	16,833
Australian Kiteflyers Society	15,360
Bondi Beach Cottage	8,431
Waverley Bondi Beach Band	4,428
Waverley Randwick Philharmonic Society	4,285
Bondi Beach Playgroup	957
* Includes \$5,000 for the Mayor's Sculpture Prize	

BUDGET ESTIMATES

Budget Forecast for the Financial Year 2018/19

	2018-19
Operating Income	
Rates & Annual Charges	(60,970,763)
Investment Income	(3,974,000)
User Charges	(37,431,627)
Other Revenues	(18,232,359)
Grants Subsidies & Contributions	(7,959,368)
Total Operating Income	(128,568,117)
Operating Expenditure	
Employee Costs	65,568,607
Materials & Contracts	24,171,288
Borrowing Costs	100,756
Operating Expenses - (Excludes Depreciation)	21,717,050
Total Operating Expenditure	111,557,701
Operating Result Before Capital Income - (Surplus)/Deficit	(17,010,417)
Capital Income	
Grants Subsidies & Contributions	(15,644,887)
Sale of Assets	(439,422)
Total Capital Income	(16,084,309)
Operating Result - (Surplus)/Deficit	(33,094,726)
Cash Available to fund Capital	
Capital Expenditure	
Other Capital Purchases	1,978,518
Capital Works Program	29,571,412
Total Capital Expenditure	31,549,930
Cash Flow to Fund - (In)/Out	(1,313,586)
Financed By:	
Borrowings	
External Loan	0
Less: Loan Repayments on External Loan	411,857
Net Borrowing	411,857
Reserve Movements	
Transfers to Reserves	18,790,119
Transfer from Reserves	(17,704,056)
Net Reserve Movements	1,086,063
Net Budget Result - (Surplus)/Deficit	(46,876)



STATEMENT OF REVENUE POLICY

STATEMENT WITH RESPECT TO RATE LEVY (SECTION 404 (2) LOCAL GOVERNMENT ACT, 1993)

1. ORDINARY RATES

1.1. OBJECTIVE

The levying of rates and charges by Council will be in a manner that is transparent, fair and equitable to all ratepayers so as to provide a sustainable source of revenue that endows all members of the community with high quality services, infrastructure and facilities.

1.2. RATE PEGGING

The NSW Government introduced rate pegging in 1977, making several amendments to the methodology resulting in the system in use since 1987. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified percentage.

In 2010, the State Government board, the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) was delegated responsibility for determining the allowable annual increase in general rates income.

IPART is the independent regulator that determines the maximum prices that can be charged for not only local government rates but also certain retail energy, water, and transport services in New South Wales.

The rate increase was determined using a Local Government Cost Index. The Local Government Cost Index increased by 2.29% for the year to September 2017 and a rounding increase to bring the 2018/19 rate peg to 2.3%

Accordingly, the total rate income received from ordinary rates for this financial year will be increased by 2.3 percent.

1.3. GENERAL PRINCIPLES

Rates are an important source of Council's operating revenue, contributing approximately 32% of the total operating income in 2017/18. Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds,

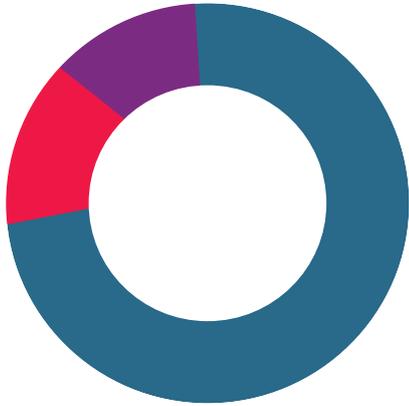
stormwater drainage, swimming pools, community centres, cycle ways, public amenities and Waverley Library.

The distribution of the rate levy will be made in accordance with the principles of the financial capacity of the ratepayer and to ensure an equitable level of services are provided to all ratepayers and residents.

However, the total rate revenue between the categories is at the discretion of Council.

The following graph details the proportion each category and sub category contributes to the total rates revenue received for this financial year. The proportional balance is unchanged from prior years to ensure a stable pricing structure for the community.

RATING INCOME STRUCTURE



Business - Ordinary: \$5,073,202	11%
Business - Bondi Junction \$6,956,925	16%
Residential: \$31,944,926	73%

1.3.1. ORDINARY RATES

As per Section 497 of the Local Government Act 1993 Waverley Council has determined that its rates will be calculated on the basis of an ad valorem rate. Higher differential rating will apply to land used for business purposes reflecting the increased service levels required for this type of land use. The land determined to be subject to a residential category will be subject to a minimum rate in accordance with Section 548 (3) of the Act in accordance with the equity principle that a fair contribution is received from all ratepayers for the services and infrastructure supplied by Council.

A centre of activity sub category will apply to business land within the Bondi Junction defined area. The determination has been made that the increased structural

costs required in maintaining and improving a central business district requires a higher contribution from those community members.

Rate sub categories will not be applied to land deemed to be categorised residential.

1.3.2. SPECIAL RATES

Waverley Council is not proposing to levy any special rates for the 2018/19 year.

1.4. LAND VALUATION

The rates are calculated in accordance with the land value determined by the Valuer General's Office with a base date of 1 July 2016.

The valuations occurred in 2015 in accordance with the normal valuation cycle for Waverley. The 2016 re-valuation was an exception to the cycle as the Valuer General last year, was obliged to provide a new land value for every land owner in NSW in preparation for the introduction of the NSW Government's Fire and Emergency Services Levy (FESL). Despite this, the State Government has deferred the introduction of the FESL. This has been done to ensure property owners – especially small to medium businesses – do not face an unreasonable burden in their contribution to the State's fire and emergency services. The Government has listened to the concerns of the community and will take the time to get this reform right.

Supplementary valuations supplied after 1 July will only be used to calculate rate levies where a plan

of subdivision or strata plan has been registered after this date in accordance with the amended land value supplied by the Valuer General of NSW.

The ordinary rates and charges will only be calculated on a pro-rata basis where the rateability status changes in accordance with section 555 of the Local Government Act, 1993.

1.5. MIXED

DEVELOPMENT APPORTIONMENT FACTOR

Those properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General's Office are rated Residential and Business on the basis of the apportionment percentage. The onus of application and proof is with the ratepayer.

1.6. AGGREGATION OF LAND

Aggregation of ordinary rate levy in accordance with Section 548A will apply only in the following circumstances.

For all lots categorised as Residential or Business for rating purposes, separately titled car spaces and separately titled utility lots that are in the same ownership as the residential or business lot and are within the same building or strata plan.

All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council.

2. RATING STRUCTURE

2018/19 RATING STRUCTURE

Category	Sub-Category	Number of Assessments	Rate (¢ in \$)	Minimum Rate	Estimated Rates
Residential	Ordinary	29,163	0.11284	627.22	32,621,523
Business	Ordinary	964	0.53093		5,179,908
Business	Bondi Junction	907	0.86480		7,075,349
				Total	44,876,779

2.1. POLICY – RESIDENTIAL CATEGORY

1. The Residential category will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the residential criteria of Section 516 of the Local Government Act 1993.

2.2. POLICY – BUSINESS CATEGORY

1. The Business category, sub category Ordinary will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the business criteria of Section 518 of the Local Government Act 1993 with the exception of rateable assessments deemed to be within the sub category, Bondi Junction.

2. The Business category, sub category Bondi Junction will apply to rateable assessments that satisfy the business criteria of Sections 518 and 529 (2) (d) of the Local Government Act 1993 that satisfy the criteria of being within the centre of activity of Bondi Junction.

3. INTEREST CHARGES

In accordance with Section 566(3) of the Local Government Act 1993, the Minister for Local Government has determined the maximum rate

of interest payable on overdue rates and charges for the 2018/19 financial year at 7.5%. Council will apply the maximum rate of interest in 2018/19 on all un-paid rates and annual charges.

Legal recovery action may be commenced in accordance with Council's Rates, Charges and Hardship Assistance policy.

4. SECTION 611 CHARGES – GAS MAINS

Under Section 611 a local government authority may make an annual charge on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

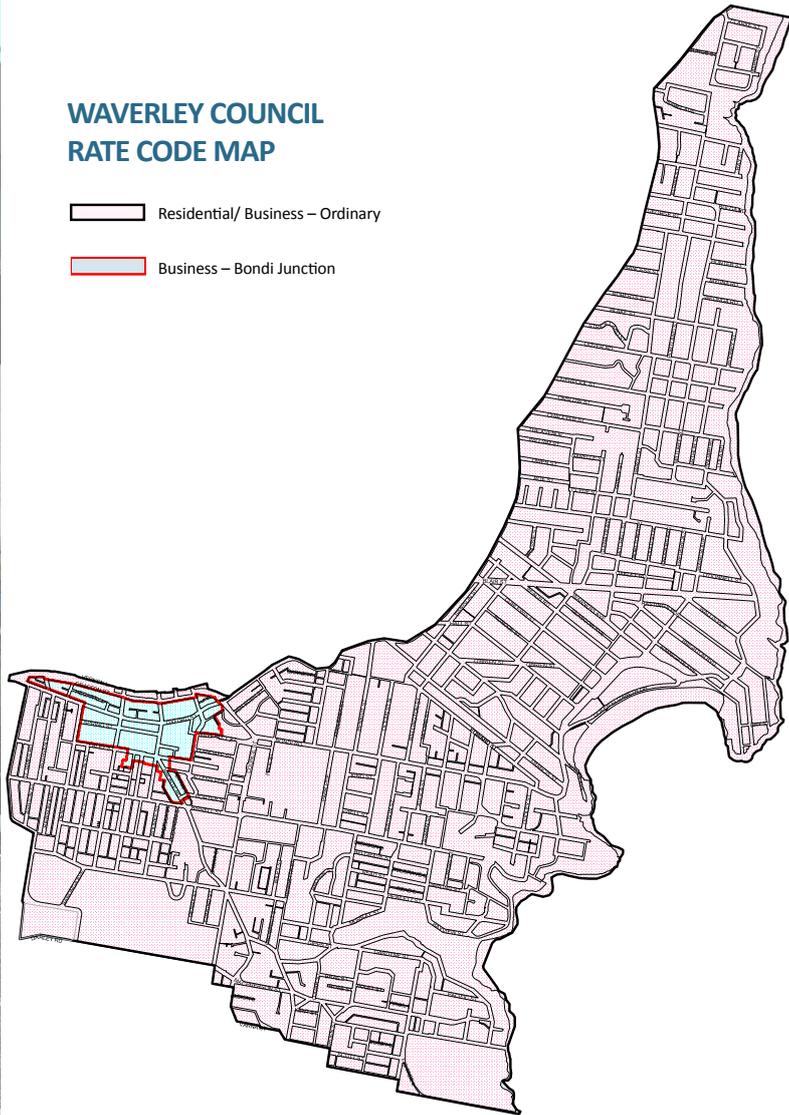
For the purpose of gas supplies, a charge is equal to 0.75 per cent of average sales for five years plus a main apportionment calculated according to the percentage of mains within the Waverley Local Government area.

This is assessed in accordance with the judgement by Justice Pike (AGL v. Glebe Municipal Council) and the charge to be calculated using

the independent audited figures prepared for the Local Government Association of New South Wales (LGANSW) and the apportionment determined by the LGANSW.

WAVERLEY COUNCIL RATE CODE MAP

-  Residential/ Business – Ordinary
-  Business – Bondi Junction



DOMESTIC WASTE CHARGE

Waverley Council levies a Domestic Waste Charge under section 496 of the Local Government Act 1993. This charge is mandatory and will apply uniformly to each separate residential occupancy of rateable land for which the service is available. For all other residential premises with self-contained units (non-shared bathroom and/or kitchen) one charge will apply per unit.

The Council will exercise discretion from time to time in regard to section 496 and may vary the charge

and/or service in evaluation of the individual circumstances and demands of a given property. The Act limits revenue from the Domestic Waste Management Charge to reasonable costs which are required to provide the service.

The domestic waste charge for 2018/2019 is \$548 for every service provided or available. This is an increase of \$33 from the 2017- 18 charge of \$515. This service is projected to yield \$17,383,656 in the 2018/2019 financial year.

The charges will be billed on the annual rates and charges notice and

may be paid by the quarterly billing method in accordance with Section 562 (3) of the Local Government Act, 1993.

The Domestic Waste Management Charge provides for all existing domestic waste and recycling services, charges for tipping to landfill, provision of recycling initiatives, implementation of Council's contaminated site remediation program, and initiatives that support Council's commitment to alternative waste treatment in order to improve resource recovery rates and reduce waste to landfill.

SECONDARY WASTE CHARGE

The secondary waste service may be provided at the request and agreement of the ratepayer as per Section 496 of the Local Government Act, 1993. Council will supply (at the ratepayer's agreement) additional bins as follows:

- Single dwelling houses will be supplied for household waste 1 red lid (140 litres) bin and other recycling bins, as required, per charge.
- Multi-unit dwellings will be supplied for household waste 1 red lid (240 litres) bin per three units as standard, and other recycling bins, as required, per charge. The Council will exercise discretion from time to time may vary the number and/or size of bins based on the evaluation of the individual circumstances and demands of a given property. The secondary waste service charge will be calculated for multi-unit residential dwellings where owners share the use of 240-litre bins for waste and recycling in the following circumstances:
 - Where no strata subdivision plan is registered, or
 - a company title arrangement has not been registered,
 - and the multi-occupancy residential dwelling is held in a single title. The secondary waste charges levied in respect of multi-occupancy residential dwellings, will be calculated by the number of separate units, as defined by the Strata Management Scheme Act of NSW, within the building complex to determine the charges.

For each additional service provided, an addition annual domestic waste collection fee will apply. This additional fee is in addition to any one off bin fee which may be also applicable.



CAPITAL WORKS

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CSP Theme	Project Description	2018/19
Art and Culture	Public Art Commissions - every 2 years	100,000
Buildings and Infrastructure	Accelerated main road streetlighting upgrade	350,000
Buildings and Infrastructure	Bondi Park Additional Amenities Detailed design	300,000
Buildings and Infrastructure	Bondi Pavilion Conservation upgrade project (Stage 1 2017_2019, Stage 2 2020)	1,000,000
Buildings and Infrastructure	Bronte Beach Lifeguard Tower	750,000
Buildings and Infrastructure	Eastgate Awning and Façade Upgrade	850,000
Buildings and Infrastructure	Nth Bondi Ramp	300,000
Buildings and Infrastructure	Revegetation - Thomas Hogan Revegetation (Deliver 60 reserve / 60 stairs revegetation)	120,000
Buildings and Infrastructure	SAMP 5 Building Renewal Program (excl. social & affordable housing properties)	2,998,200
Buildings and Infrastructure	SAMP 5 Roads Renewal Program	1,843,833
Buildings and Infrastructure	SAMP Roads _minor restorations various locations	1,000,000
Buildings and Infrastructure	SAMP5 - Stormwater drainage construction & upgrades	342,747
Buildings and Infrastructure	SAMP5 Footpath construction and upgrades	1,735,000
Buildings and Infrastructure	SAMP5 Kerb and Gutter Renewal program	898,222
Buildings and Infrastructure	South Bronte (Community Centre) Toilet	500,000
Buildings and Infrastructure	Street signage renewal program	82,793
Buildings and Infrastructure	Tamarama Upper Gully Landscape	35,000
Buildings and Infrastructure	Waverley Cemetery restoration	1,000,000
Buildings and Infrastructure	Waverley signage strategy	50,000
Community Services and well being	Social housing building renewal program	60,000
Corporate Leadership and Engagement	Council Accommodation and services project	250,000
Knowledge and Innovation	Knowledge and Innovation Hub project_ Boot Factory 50% SAMP 50% Capital	750,000
Local economy	Creative lighting strategy implementation	150,000
Recreation and Open Spaces	Barracluff Park + Playground	550,000
Recreation and Open Spaces	Biddigal Reserve Upgrade Works	180,000
Recreation and Open Spaces	Carlisle St to Tamarama Park Stairs (Condition Assessment/Design)	25,000

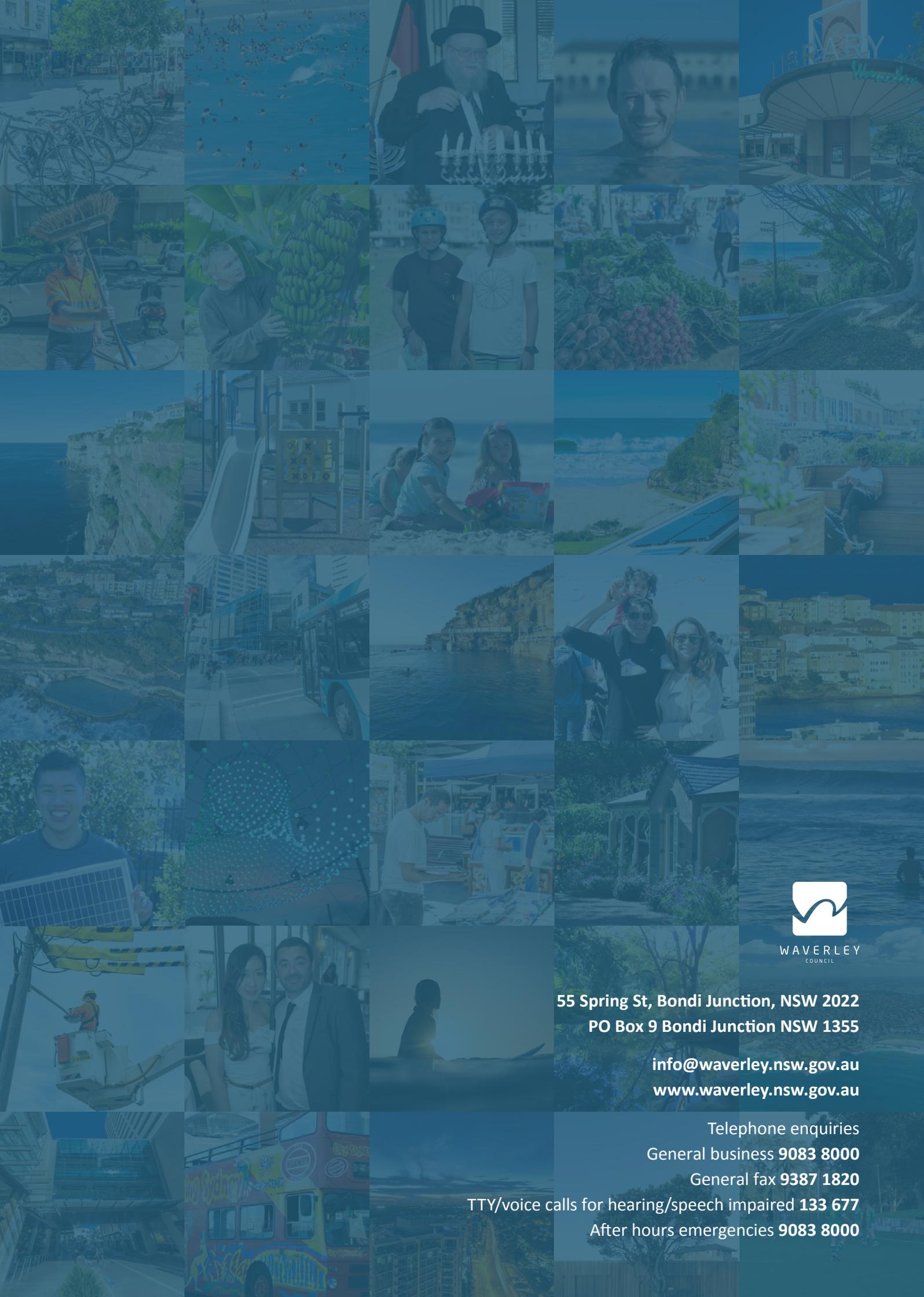
CSP Theme	Project Description	2018/19
Recreation and Open Spaces	Cliff Walk Remediation (QS & Works) (Maintenance)	100,000
Recreation and Open Spaces	Barracluff - improved sports lighting	60,000
Recreation and Open Spaces	Coastal Fencing	347,000
Recreation and Open Spaces	Irrigation - Implement Audit Recommendations - Maintenance	50,000
Recreation and Open Spaces	Irrigation - Upgrades - Design (Clemenston Park, Waverley Park - Netball Courts, Memorial Park & Bondi Rd) (Design Only)	35,000
Recreation and Open Spaces	Marks Park - Landscape	100,000
Recreation and Open Spaces	Marks Park - Playground	300,000
Recreation and Open Spaces	Marlborough Playground / Park (design only)	50,000
Recreation and Open Spaces	Netball court resurfacing with new MP poles	60,000
Recreation and Open Spaces	Planting Steep Slopes - Dudley Page Reserve (1500m2) (Design/Approval)	10,000
Recreation and Open Spaces	Planting Steep Slopes - Hewlett St Split Level (600m2) (Design/Deliver)	60,000
Recreation and Open Spaces	Planting Steep Slopes - Ray O'Keefe/Ramsgate Split Level (600m2) (Design/Deliver)	60,000
Recreation and Open Spaces	Small Parks - Eastern Ave Stage 3 (Design/Deliver)	25,000
Recreation and Open Spaces	South Bondi Park Upgrade	195,000
Recreation and Open Spaces	Street Trees - Poplar Replacement (15@\$3000) (Design& Deliver)	45,000
Recreation and Open Spaces	Street Trees - Pre Grow Orders	20,000
Recreation and Open Spaces	Street Trees - Stree Tree Replacements Precinct & Avenue Based - (Design& Deliver)	74,000
Recreation and Open Spaces	Thomas Hogan Stairs Remediation (Condition Assessment/Design)	25,000
Recreation and Open Spaces	Turf Maintenance Program (See notes) (Design/Deliver)	300,000
Recreation and Open Spaces	Turf Replacement - Coastal Turfing - High Wear Areas (Maintenance)	75,000
Recreation and Open Spaces	Turf Replacement - Waverley Park Netball Courts 3000m2	5,000
Recreation and Open Spaces	Waverley Park - Birrell St Entrance Landscaping - Design/Delivery)	100,000
Recreation and Open Spaces	Waverley Park - Park Parade Bollards - Maintenance	20,000
Recreation and Open Spaces	Waverley Park Landscape Lighting	150,000

CSP Theme	Project Description	2018/19
Sustainable Environment	Tamarama ERFAP	60,000
Sustainable Environment	Accelerated Streetlighting upgrade	257,683
Sustainable Environment	Biddigal GPT	342,000
Sustainable Environment	Biodiversity Action Plan - Remnant Sites	370,000
Sustainable Environment	Bondi stormwater system reuse extension	375,000
Sustainable Environment	Bronte ERAP	75,000
Sustainable Environment	Facilities Sustainable Energy upgrades	279,000
Transport, Mobility and Pedestrians	Bike Plan Implementation	200,000
Transport, Mobility and Pedestrians	Campbell Parade streetscape upgrade project 50% SAMP 50% Capital	1,200,000
Transport, Mobility and Pedestrians	Coastal walk upgrade (Notts Avenue to Tamarama Beach) with design in 19/20 and construction 21/22. Expecting \$2M grant. 50% SAMP 50% Capital Coastal walk fitness stations upgrade 2018/19	345,934
Transport, Mobility and Pedestrians	Complete Streets - Combined Other Projects 50% SAMP 50% Capital	5,280,000
Transport, Mobility and Pedestrians	Implement high priority transport projects 50% SAMP 50% Capital	300,000
Transport, Mobility and Pedestrians	Local Village Streetscape Improvements 50% SAMP 50% Capital	1,840,000
Transport, Mobility and Pedestrians	School Zone safety program	100,000
Transport, Mobility and Pedestrians	Ticketless parking infrastructure - design specification development	60,000
	Grand Total	29,571,412

CAPITAL WORKS PROGRAM FUNDING SOURCES:

Project Description	2018/19
Grants/Contributions	(6,508,185)
S94A funds	(3,735,701)
Planning Agreement Funds	(3,514,756)
SAMP Infrastructure Reserves	(1,848,426)
Investment Strategy Reserve	(2,850,000)
Car Park Reserve	(60,000)
Social Housing Reserve	(60,000)
Centralised Reserve	(725,288)
Carry Over Reserve	(139,779)
Cemetery Reserve	(593,248)
General Funds Requirement	(9,667,240)
Total Funding Sources	(29,571,412)





WAVERLEY
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