

Progress Review 2010/2013 Delivery Program

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

A Sustainable Community

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C1a1	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	Regular reporting on census data and changes in community profile by July 2012	DM RCPP	2	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C1a2	A co-ordinated program of social, recreational and cultural events targeting diverse groups including 'place making' events, celebrations and/or installations to enliven key places in Waverley and bring the local community together	<p>Provide a programs place making events & activities at various locations in Waverley</p> <p>Provide events targeting culturally and linguistically diverse people and Aboriginal and Torres Strait Islander communities including NAIDOC Week; Refugee Week; Harmony Day and Global Table</p>	<p>Five events supporting multiculturalism and Indigenous culture provided annually</p> <p>Six programs supporting multiculturalism and Indigenous culture provided annually</p>	<p>Director RCCS</p> <p>DM CCS DM LCS DM BB DM BJ</p>	<p>1</p> <p>1</p>	
C1a3	Resourcing of advocacy and grant seeking to support and strengthen multiculturalism and Indigenous culture in Waverley	<p>Develop partnerships with internal and external stakeholders to facilitate inclusion of multicultural and indigenous groups</p> <p>Monitor funding opportunities from Federal and State Government</p> <p>Seek funding, where appropriate, from Federal and State Government to support and strengthen multiculturalism and indigenous culture in Waverley</p>	<p>One partnership activity to strengthen multiculturalism and Indigenous culture provided annually</p>	DM RCPP	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C2a1	Affordable and accessible community facilities	Provide spaces at the Mill Hill Centre for community groups	More than 50% of available venue hours used per week compared to hours available	Director RCCS	2	
		Provide spaces at the Bondi School of Arts for local artists and community groups		DM RCPP DM CCS		
		Provide spaces at Bondi Pavilion for community groups				
		Provide buses for use by community groups	Community buses are used at least five hours per day	2		
		Provide a community garden for use by residents and community organisations who lack access to a garden	90% of community garden plots regularly gardened		2	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C2a2	A co-ordinated 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	15 events for different groups held annually	Director RCCS	1	
		Provide a range of adult and children's public programs and exhibitions at Waverley Library	48 library programs and exhibitions annually	DM RCPP DM CCS	1	
		Provide programs including music, art exhibitions, festivals, workshops and special events at Bondi Pavilion	40 programs at the Bondi Pavilion annually		1	
		Develop recreation activities for young people at Bondi Junction	Bondi Junction recreation activities for young people developed and implemented by June 2011		1	
		Implement recreation activities for young people at Bondi Junction				
C2a3	A range of current and equitable information and recreational Library resources and services	Provide a lending and reference library service for adults and children	Over 30,000 library memberships in 2010/11	DM LCS	5	Likely to be 3% below target. Largely due to increase in loan limits and online access to resources
		Provide a local studies service	Over 500,000 loans and over 9 loans per capita in 2010/11		4	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	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	<p>Answering enquiries in person or via the website</p> <p>Provide publications in alternative formats</p>	<p>Over 450,000 visits in person and over 50,000 visits to library via website in 2010/11</p> <p>Over 80% of enquiries to the library successfully completed on same day</p>	DM LCS	<p>4</p> <p>4</p>	
C2a4	Accessible cemetery services for internments, memorials and associated ceremonial activities	Provide interments and associated services	Number of interment services provided at our cemeteries annually is same as base year or increasing	DM BSP	2	

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C2b1	Programs which encourage volunteering including civic pride and bushcare that enhance community cohesion.	<p>Develop a Volunteering Strategy</p> <p>Provide a civic pride program</p> <p>Support and expand bush care program</p> <p>Develop a community garden management group</p>	<p>Volunteering strategy completed by December 2010</p> <p>Garden group established by December 2010</p> <p>Four Council programs involve volunteers in 2010/11</p>	DM RCPP	<p>1</p> <p>5</p> <p>1</p>	<p>Work to establish gardener participation in the management of the Garden is underway. It is anticipated that the target will be met by December 2011.</p>

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C3a1	Planning controls that support an increase in the number of units or monetary contributions towards affordable housing	Develop planning controls that support an increase in units of housing or monetary contributions towards affordable housing Implement planning controls that support an increase in units of housing or monetary contributions towards affordable housing	Number of affordable housing units is steady or increasing (currently 32 units)	DM SLUP	2	

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C3b1	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	Number of social housing units is steady or increasing (currently 55 units)	DM RCPP	1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C3b2	Affordable housing for low to moderate incomes households who are unable to secure rental housing and who demonstrate a strong connection to the Waverley LGA	<p>Provide a range of affordable housing options</p> <p>Where possible acquire additional units of affordable housing</p> <p>Collect data on tenant profile for social and affordable housing</p>	Number of affordable housing units is steady or increasing (currently 32 units)	DM RCPP	2	

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C3c1	Support for the operation of a Housing Advisory Committee that reports to Council	<p>Provide administrative and other support to Housing Advisory Committee</p> <p>Report to Council on recommendation from Housing Advisory Committee</p>	Four meetings held/ reports to Council by Housing Advisory Committee annually	DM RCPP	2	
C3c2	Support for the provision of low cost housing through the Boarding House Rebate Scheme	Provide a Boarding House Rebate Scheme	Number of boarding houses in Waverley area is maintained (currently 48)	DM SLUP	2	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C3c3	A working group to develop local and regional partnerships to address homelessness	Convene a meeting of internal partners to develop strategies to address homelessness	At least three partnerships formed to support needs of homeless people	DM RCPP	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C4a1	High quality affordable long day care and family day care for children aged 0-5 and holiday and recreational programs for preschool children	Provide long day care for children aged 0-5 years.	At least 173 children in long day care per day, 97% of capacity utilised	DM CCS	1	
		Provide family day care for children aged 0-5 years	More than 150 children in family day care per day		1	
		Provide holiday and recreational programs for pre-school children	At least 20 children in each holiday care program		1	
			All services maintain accreditation		2	

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		Provide community information forums about children's services	100 participants at the 'Transition to School' forum		1	
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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C4a3	An increase in the number of child care places provided by Council	Provide additional child care places	52 additional child care places available in 2011/12	DM RCPP	4	
C4a4	An annual forum of young people organised by Council	Develop format and program for forum for young people Conduct forum of young people	50 young people participate in engagement activities	DM RCPP	1	
C4a5	Recreational and social initiatives for young people	Develop new recreation/social activities for young people Introduce new recreation/social activities for young people	New recreation/ social activities developed for young people by March 2011 One new recreation/social activity developed with young people annually	DM RCPP	1 1	
C4a6	High quality affordable services for frail older people including Meals on Wheels, Home Library Service and programs at Bondi Pavilion	Maintain HACCC validation for programs Provide a Meals on Wheels service	All services maintain accreditation At least 80 meals provided daily at home for older people	Director RCCS DM CCS DM LCS	1 1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	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	Provide a shopping service	At least 10 shopping service user clients	Director RCCS	1	Currently 171 active members. This is a 7% increase during the last few months. Further promotion is taking place through events, group visits, promotional material and potential clients from MOW Service
		Provide a Waverley Home Library Service	180 Home Library Service users	DM CCS DM LCS	5	
		Provide programs for older people at Bondi Pavilion	18,000 loans per annum		4	
			Over 80% satisfaction rating from annual client survey		1	
			Provide four programs at Bondi Pavilion per month		1	
C4a7	Services for the over fifties including a senior's centre that offers recreational, physical, educational and social activities	Operate a senior centre	Average monthly attendance at Seniors Centre maintained or increased from base (1700)	DM CCS	1	
		Provide a varied program of activities and events for older people	At least 30 programs/ activities provided per week at Seniors Centre for older people		1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C4a8	Services for 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	12 life skills courses held annually	DM CCS	1	
C4a9	Individual support and medium term accommodation places for people with mild intellectual disability	<p>Provide subsidised rental accommodation places for people with intellectual disability.</p> <p>Provide individual and group support and case management services for people with mild intellectual disability</p>	<p>Six people with intellectual disability provided with subsidised rental accommodation places</p> <p>12 people with mild intellectual disability provided with support annually</p> <p>Satisfaction rating of at least 75% in annual client survey</p>	DM CCS	<p>1</p> <p>1</p> <p>1</p>	

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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 in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C4b1	Financial and other support to the community to improve capacity and to support partnerships that enhance Council's vision in relation to children, young people, older people, those with a disability and marginalised groups	Provide subsidised accommodation for identified groups	All subsidised accommodation provided to priority groups	DM RCPP	1	
		Provide management support to community group	At least three community groups provided with management support annually		1	
		Provide funding through the community grants program to organisations targeting children, young people, older people, those with a disability and the community generally	Family and Community organisations provided with grants to \$83,000		1	
		Provide funding through the small grants program for community groups delivering cultural, recreational and social outcomes	Children's organisations provided with grants to \$27,500		1	
		Monitor community grants program recipients to ensure that funding provided meets Social Plan priorities	Youth Services organisations provided with grants to \$110,000		1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	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>Organisation for Older People and those with a Disability provided with grants to \$50,928</p> <p>\$79,000 provided annually through small grants program to community groups</p> <p>All grant recipients to meet Social Plan priorities</p>	DM RCPP	<p>1</p> <p>1</p> <p>1</p>	

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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 in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C4c1	Up to date and accessible community profile and demographic information	Ensure Council's online profile is reviewed regularly and supplemented with updates	Reviewed and updated by June 2011	DM RCPP	1	
C4c2	Documented research on key issues including safety, housing, children, ageing	Completed social planning research for identified priority issues	Two social planning research reports completed annually	DM RCPP	1	

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Direction: C5 People feel safe in all parts of Waverley

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C5a1	Implementation of Community Safety Plan	Safety audits of Bondi and Bondi Junction Place undertaken	At least two safety audits of Bondi and Bondi Junction undertaken annually	Director RCCS	1	
		Issues from audits that require attention actioned		DM BB DM BJ	1	
		Current alcohol free zones reviewed	Alcohol free zones in Bondi reviewed by June 2011		1	
		Current alcohol free zones renewed or new zones implemented	Alcohol free zones in Bondi Junction reviewed by October 2010		1	
		Alcohol free zones signs installed and maintained	Condition and location of alcohol free zone signs audited in August and April annually			

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C5a2	Funding sought from other levels of government to develop and provide community safety programs	Identify external funding sources for community safety strategies Apply for funding to implement community safety strategies	50% of funding applications for community safety grants are successful annually	DM RCPP	3	LS to comment
C5a3	A summer strategy for Bondi to promote a safe and enjoyable environment at peak times	Safe Summer Initiative reviewed, and evaluated annually Safe Summer program implemented for 2010/2011 Safe Summer Initiative model reviewed Report to Council on future of Safe Summer Initiative	Safe Summer Initiative reviewed by September 2010 Implemented by December 2010 Model reviewed – December 2010 Evaluation by April 2011 Report to Council on review – April 2011	DM BB	2 4 4 4 4	
C5a4	Increased passive surveillance and night time security in Oxford Street mall	Encourage evening activities on Oxford Street Mall including late trading businesses Provide night time security in the mall	Four businesses trading after 5pm in Oxford Street Mall Security provided at least two nights per week	DM BJ	2 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 in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C5b1	Support for the operation of a Community Safety Committee	<p>Participate in and support community safety programs</p> <p>Provide administrative and other support to Community Safety Committee</p>	<p>At least three programs undertaken with external partners during 2010/11</p> <p>Community Safety Committee includes Police and at least three other community interest groups</p>	DM RCPP	<p>1</p> <p>1</p>	
C5b2	Provision of emergency management including support for Waverley/Woollahra SES	<p>Provide accommodation and other support for Waverley/Woollahra SES</p> <p>Meet regularly with Waverley/Woollahra SES Controller</p> <p>Maintain up to date Disaster Management Plans</p>	<p>Disaster Management Plan (DISPLAN) reviewed and kept up to date</p>	Director PW&S	2	

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C5c1	A Life Guard Service, deploying Council Lifeguards and working with surf life saving clubs to safeguard the public and minimise risk to Council at Waverley's beaches	Roster Lifeguards for year round operations at Council's beaches	No lives lost by drowning on Council's beaches annually	DM BS	2	
		Recruit and provide induction and training for casual Lifeguards for summer season	Less serious injuries on Council's beaches in 2010/11 compared to 2009/10		2	
		Work with surf life saving clubs and volunteer lifesavers	Less rescues undertaken on Council's beaches in 2010/11 than 2009/10		2	
		Undertake patrols of beaches to maintain surf safety	Volunteer surf life savers attend Council's beaches all weekends and public holidays		1	
		Undertake rescues and provide first aid and other assistance on Council's beaches				

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C5c2	A program of Surf Awareness/Education Programs	Develop Surf Awareness/Education Programs Present Surf Awareness/Education Programs Review the format, content and provision of Surf Awareness/Education Programs presented	At least 10 surf education programs presented each year including one targeted for vulnerable groups	DM BS	1	
C5c3	Financial and other support to surf lifesaving clubs in the Waverley area to support the provision of volunteer lifesaving programs	Provide support to surf lifesaving clubs in the Waverley	Provide \$15,000 in funding or in kind support to surf lifesaving clubs in the Waverley area annually	DM BS	1	

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C5d1	Health, food and hygiene inspections undertaken	Undertake inspections of registered food premises Undertake inspections of registered hair and beauty premises	80% of all required inspections of premises undertaken	DM C	2	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C6a1	A diverse and exciting range of arts and cultural events across Waverley	Provide arts events across Waverley including events provided in partnership	At least 40 arts/cultural events held annually	DM CCS	1	
		Provide cultural events across Waverley including events provided in partnership	20 partnership events supported by Council held annually		1	
C6a2	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	At least \$7,700 funding provided to Waverley Band and Waverley Philharmonic Orchestra annually	DM RCPP	1	
		Fund arts prizes for annual competition at Waverley School of Arts	At least \$7,000 funding for annual arts prizes		1	
C6a3	Implementation of Artsplus Plan	Implement the Artist in Residence Program	One arts, entertainment or cultural initiative developed annually	DM RCPP	1	Finalisation of the license with Tamarama Rock Surfers did not occur until later in the financial year so that full subsidy was not expended.
		Implement the Resident Theatre Program	Up to \$70,000 funding provided annually to resident theatre company		3	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C6a4	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 Develop and submit submissions for funding and awards to celebrate and support arts and cultural events	Two awards received and grant funding obtained annually	Director RCCS DM RCPP DM CCS	3	Funding application to ARTS NSW for \$58,000 was successful. No awards were received.

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C6b1	Art in the public space.	Maintain public art inventory Implement public art maintenance plan Develop annual agreement with Sculpture by the Sea Encourage suitable public art in the private domain Develop public art in suitable locations in Waverley	Public art inventory and maintenance plan completed by March 2011 Agreement on level of support for Sculpture by the Sea completed by August 2010	DM RCPP	5 1	Art inventory and maintenance plan has been commenced and is expected to be completed in 2011-2012

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C6c1	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	Over 70% of available venue hire hours used in Library, School of Arts and Bondi Pavilion	Director RCCS	1	
		Provide a range of affordable and accessible venues to assist artists and others to hold arts and cultural events and activities	Audit of number of residencies, work spaces and accessible venues completed by June 2011	DM LCS DM RCPP DM CCS	4	
		Undertake annual audit of affordable and accessible venues in the LGA				
		Results of venue audit available on website				

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C7a1	Up to date Plans of Management (POMs) and strategies for parks, reserves and other green spaces	<p>Plan of Management for Bondi Pavilion and Park completed</p> <p>Plan of Management for Waverley Park incorporating adopted Masterplan developed</p> <p>Develop recreational facilities plan and estimates for upgrade of recreational facilities to Rodney Reserve</p>	<p>POM for Bondi Park and Pavilion commenced by July 2010 and completed</p> <p>POM for Waverley Park adopted by December 2010</p> <p>Draft recreation facilities plan for Rodney Reserve completed by July 2010 and completed</p>	DM RCPP	<p>4</p> <p>5</p> <p>1</p>	Progress is being made and the draft plan will be complete by June 2011
C7a2	Policies and guidelines for recreational activities implemented to ensure fair and balanced access and minimise risk	Finalise operational and business plans including relevant policy, licenses and programming materials for Waverley Pavilion	Material and systems for Waverley Pavilion finalised by July 2010	DM RCPP	4	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C7a3	2008 Recreation Needs Study implemented	Continue to implement priority actions in relation to facilities in Waverley Park, Barracluff Park and Rodney Reserve	All priority actions for the Recreation Needs Study completed	DM RCPP	1	
C7a4	A playground strategy to identify planned upgrades and improvements developed	Develop a play strategy	Play strategy completed by March 2011	DM RCPP	5	The Play Strategy was deferred after Federal and State funds became available to upgrade a number of playgrounds at Bronte, Tamarama, Biddigal reserve, Dudley Page and Varna Park. Staff resources were diverted to complete design work for these new playgrounds.

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C7b1	Recreation opportunities provided in response to community needs	Carry out activities which support local sport and recreation groups	Mayor's Bowls Cup held by September 2010	DM RCPP	1	
		Develop programs for the new Waverley Park Pavilion	Program for new Waverley Pavilion for 2012 developed by September 2011		4	

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C7c1	Active and passive recreation facilities on Council land or through joint ventures	Finalise schedule and plans for facilities in south west corner of Waverley Park and fields 2 and 3 Identify funding source for work required Report to Council on proposal	Report on range of active recreation opportunities improved or increased by June 2011	DM RCPP	4	
C7c2	Sporting fields and other active recreation facilities upgraded	Complete upgrade to Barracluff park	One improvement project from POMs and Master Plans completed annually	DM RCPP	1	
C7c3	Playgrounds upgraded	Undertake Tamarama Park playground upgrade Complete playgrounds enhancements Biddigal Reserve	Tamarama Park playground upgrade completed by September 2010 Biddigal Reserve playground enhancement completed by June 2011 Finished cost is within + or – 10% of agreed budget and completed within three months of agreed timetable	DM M&C	3 1 1	Construction delayed to avoid clash with Sculptures by the Sea. Work commenced in November 2010 and completed in December 2010.

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
C7c4	Implementation of priority projects to deliver facilities and infrastructure upgraded in parks and reserves	<p>Picnic shelters at Tamarama Park constructed</p> <p>Tamarama kiosk and services building constructed</p>	Finished cost is within + or – 10% of agreed budget and completed within three months of agreed timetable	DM RCPP	5	<p>Picnic Shelter project now commenced and expected to be completed by September 2011.</p> <p>Tamarama Kiosk project design process is currently being completed with construction delayed until 2012-13.</p>

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Sustainable Living

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L1a1	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	At least six marketing events and activities undertaken annually	DM BJ	4	
		Work with other organisations and groups to market and promote Bondi Junction	At least two cooperative marketing events/activities or advertising undertaken each year including Business Awards		4	
		Carry out regular Business Activity Audit and report results of these audits	Two Business Activity reports and audits produced annually indicating steady or improved occupancy rates		4	
		Undertake a survey of retailers annually	All survey results from annual retailer survey show level or improved satisfaction levels		1	
		Use annually retailer survey results to develop Bondi Junction marketing events/activities and advertising				

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L1a2	Improved communication with major Bondi Junction stakeholders	<p>Prepare and distribute regular newsletters to businesses and property owners in Bondi junction</p> <p>Support and attend meets of the Bondi Junction Forum</p> <p>Meet with other Bondi Junction business stakeholders regularly</p>	<p>At least four newsletters distributed annually to businesses and property owners</p> <p>At least four Bondi Junction Forums and six Chamber of Commerce, BEC and other business stakeholder groups attended annually</p>	DM BJ	4 4	
L1a3	Well utilised, integrated and welcoming public and private domains in Bondi Junction achieved through the development approval process		All development application assessments for major private developments within Bondi Junction commercial precinct to apply 'Place Making' principles	DM DA	2	
L1a4	Bondi Junction Traffic and Transport study adopted recommendations implemented	<p>Implement funded actions from Bondi Junction Traffic and Transport study</p> <p>Report regularly on progress</p>	80% of Traffic and Transport recommendations implemented as per schedule	DM TS	5	No funding available in current programs. Will consider in future programs.

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L1a5	Minimal disruption to commercial activity in the centre achieved through management of the impact of public domain works and private development works	<p>Prior notification of commencement of Council works discussed with businesses in general location and potential impact business entrances resolved</p> <p>Enforcement of development approvals and building work compliance</p>	Complaints received in relation to public domain works and private development works in Bondi Junction less than base year 2009/2010	DM C	2	

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 in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L1b1	Sustained or increased business activity in Bondi Beach commercial precinct through enhancement of shopfronts, temporary 'pop up shops' and/or displays by business and property owners	<p>Develop and implement an events, economic development and marketing program that focuses on supporting local businesses and increasing winter visitation</p> <p>Work with other organisations and groups to market and promote Bondi</p>	<p>At least two events, marketing and advertising activities undertaken for Bondi Beach precinct annually</p> <p>At least two cooperative marketing events/activities or advertising undertaken each year</p>	DM BB	4 4	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
	Sustained or increased business activity in Bondi Beach commercial precinct through enhancement of shopfronts, temporary 'pop up shops' and/or displays by business and property owners	<p>Undertake a survey of retailer annually</p> <p>Use annually retailer survey results to develop Bondi marketing events and activities</p> <p>Carry out regular Business Activity Audit and report results of these audits</p>	<p>Annual Retailer survey results are equal to or improve on previous result</p> <p>Four Business Activity Reports and Audits for Bondi conducted and indicate steady or improved occupancy rates annually</p> <p>Reports on audits provided biannually</p>	DM BB	<p>4</p> <p>4</p> <p>4</p>	
L1b2	Improved communication with major Bondi stakeholders	<p>Support and attend meets of the Bondi Forum</p> <p>Meet with other Bondi business stakeholders regularly</p>	At least five Bondi Forum, and five Chamber of Commerce, BEC and other business stakeholder groups attended annually	DM BB	4	
L1b3	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 in line with Councils planning controls and policies	All development application assessments for major private developments within Bondi's commercial precinct to apply 'Place Making' principles	DM DA	2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L1b4	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.	Finished cost is within + or - 10% of agreed budget and completed within three months of agreed timetable	Director PW&S	4	
L1b5	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	Less complaints received in relation to public domain works and private development works at Bondi Beach compared to base year 2009/2010	DM C	2	

Progress Review 2010/2013 Delivery Program

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L1c1	Sustained or increased business activity in commercial neighbourhoods and Village Centres	<p>Develop and implement an economic development and marketing program</p> <p>Meet with other business stakeholders regularly</p> <p>Carry out regular Business Activity Audit and report results of these audits</p>	<p>At least two cooperative marketing events/activities or advertising undertaken annually</p> <p>Business Activity Audit shows business activity in commercial villages stable or increasing</p> <p>At least six meetings with business stakeholders per annum</p>	<p>Director RCCS</p> <p>DM BB DM BJ</p>	<p>4</p> <p>4</p> <p>4</p>	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L2a1	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	At least two meetings held with indigenous community representatives annually	Director RCCS DM BB DM BJ	2	
L2a2	Improved visitor management and access to visitor information	<p>Implement and report on 2010/2011 Visitor Management Action Plan</p> <p>Review 2010/2011 Visitor Management Action Plan</p> <p>Develop revised Visitor Management Action Plan for 2011/2012</p> <p>Provide, monitor and maintain visitor information signs</p> <p>Develop formal visitor information points at Bondi Pavilion, Customer Service Centre</p> <p>Keep visitor information at visitor point up to date</p>	<p>85% of actions from Visitor Management Action Plan implemented annually</p> <p>One condition audit of information signs conducted annually</p> <p>Visitor information points at Bondi Pavilion and Customer Service Centre established by November 2010</p>	Director RCCS DM BB DM BJ	4 2 1	

Progress Review 2010/2013 Delivery Program

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

Strategy: L2b Minimise the negative impacts of visitor related activities

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L2b1	An enhance visitor experience with negatives impacts mitigated through events, marketing and education initiatives	Develop events, marketing and education initiatives that enhance visitor experience whilst managing negative impacts Implement events, marketing and education initiatives that enhance visitor experience whilst managing negative impacts	At least three events, marketing and education initiatives held annually	Director RCCS DM BB DM BJ	2	
L2b2	Collaboration with various authorities and stakeholders to address visitor related issues	Seek out opportunities for joint tourism marketing initiatives for Waverley area Participate in joint tourism marketing initiatives for Waverley area	One joint tourism marketing initiative undertaken annually	Director RCCS DM BB DM BJ	2	
L2b3	An excessive noise compliance program	Receive and 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	Noise complaints received annually compared to base year 2009/2010 remain stable or reduce	DM C	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L3a1	Improved co ordination of public place services to commercial villages and neighbourhood centres	Review service standards annually	Four audits of conditions and compliance with SLA's undertaken annually	Director RCCS DM BB DM BJ	2	
		Implement Service Level Agreements (SLAs) for Commercial Centres including Bondi and Bondi Junction	85% compliance with SLA for maintenance		2	
L3a2	All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	Planting and maintenance of parks high profile gardens undertaken 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.	95% compliance with SLA maintenance of parks and high profile gardens At least 12 times per year: <ul style="list-style-type: none"> • Landscaped traffic calming devices are maintained • Streets, village centres and non landscaped traffic calming devices are cleaned 	Director PW&S DM POSO DM RR&PPC	2 5	Currently doing 4 times a year as previously scheduled. Require additional resources to meet target. This has been as per parks review.

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
	All public place areas including high profile gardens, landscaped traffic calming devices and village centres maintained	<p>Programmed mowing of nature strips undertaken in accordance with Public Place Cleansing Standards of Service</p> <p>Hazards or item requiring maintenance reported and rectified</p>	Programmed maintenance of nature strips undertaken at least four times per year	<p>Director PW&S</p> <p>DM RR&PPC</p>	2	
L3a3	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	90% compliance with SLA for maintenance of Council assets	DM RR&PPC	2	
L3a4	Graffiti and posters removed in accordance with Council's <i>Graffiti Management and Poster Removal Policy</i>	<p>Remove graffiti in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Remove of billposters in accordance with Council's Graffiti and Billposter Removal Policy</p> <p>Respond to customer requests to remove graffiti and billposters with Service Desk (customer request system) service standards</p>	90% compliance with established graffiti and bill poster removal protocol	DM RR&PPC	2 2 2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L3a5	Community awareness of and engagement with strategies to prevent/manage graffiti	Graffiti prevention/management program implemented in accordance with the Community Safety Plan	Street art strategy developed by June 2011 Four civic pride sites maintained per year One new site added each year	DM RCPP	4 1 1	
L3a6	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	90% of public place regulation and compliance programs meet service standards	DM C	2	
L3a7	Abandoned cars removed	Identify abandon vehicles Arrange removal of abandon vehicles to Council depot and securely stored pending disposal Arrange return or disposal of abandon vehicles	All abandoned cars removed in accordance with the Impounding Act	DM C	2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L3a8	Beach cleaning and beach pool cleaning program undertaken	Clean beach using both beach rake and cleaning staff in accordance with agree program	95% of beach cleaning program meets timeframe and standards set	Director PW&S DM POSO DC MC	2	
		Seasonal beach pool cleaning program developed and posted on Council's webpage	80% of pool cleaning meets timeframe and standards set		2	
		Clean beach pool in accordance with seasonal cleaning program				
L3a9	Parks and reserves cleaned and maintained	Programmed cleaning and maintenance of major parks and coastal reserves undertaken	Major parks and coastal reserves (Waverley Park, Thomas Hogan Reserve, Bronte Park, Tamarama Park & Marks Park) cleaned daily 95% of the time	DM POSO	2	
		Programmed cleaning and maintenance of other parks and reserves undertaken	Other parks and reserves cleaned weekly 95% of the time		2	
		Emergency cleaning of parks and reserves undertaken	All emergency cleaning of Council reserves undertaken within 24 hours of customer request		2	
		Planting, landscaping or landscape maintenance in parks and reserves undertaken			2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
	Parks and reserves cleaned and maintained	<p>Check lists for parks completed</p> <p>Hazards in parks reported and rectified</p> <p>Hazards or item requiring maintenance reported and rectified</p>	Landscape maintenance is completed in Parks and reserves 95% of time	DM POSO	2	
L3a10	All playgrounds inspected and maintained regularly	<p>Check and inspect high use playgrounds (Waverley Park & Bronte Park) daily and complete check list</p> <p>Check and inspect all other playgrounds monthly and complete check list</p>	<p>High use playgrounds (Waverley Park and Bronte Park) inspected daily</p> <p>All other playgrounds inspected monthly</p>	DM POSO	2 2	
L3a11	Trees in streets and reserves are maintained	<p>Service Desk requests for maintenance of trees in streets or reserves assessed, locations inspected and works prioritised with regard to potential risk</p> <p>Work to maintain trees in streets or reserves undertaken</p>	90% of customer requests for maintenance of trees in streets or reserves met	DM POSO	2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L3a12	Management of companion animals	<p>Ensure compliance with Companion Animals Act including control of dangerous dogs</p> <p>Deal with complaints about companion animals</p> <p>Provide companion animal reporting</p> <p>Deal with abandon companion animals</p>	Less animals impounded annually than base year 2009/2010	DM C	2	
L3a13	Inspection and removal of dumped rubbish and where appropriate enforcement action	<p>Dumped rubbish identified and reported for inspection</p> <p>Dumped rubbish inspected for possible compliance action</p> <p>Remove dumped rubbish</p> <p>Undertake legal action in relation to dumped rubbish where possible</p>	All dumped rubbish removed within one week of notification	DM RR&PPC	2	
L3a14	'Adopt a Tree Program' continued	Program implemented in accordance with Street Tree Masterplan	80% of healthy trees maintained 12 months after planting season	DM RCPP	1	
L3a15	Footpath garden program continued	Respond to requests for footpath gardens in accordance with policy	Five footpath gardens approved and maintained annually	DM RCPP	1	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L4a1	Approved developments maintain and enhance the identity of Waverley's villages	Assess and approve development applications in line with Councils planning controls and policies.	All development applications approved in line with Council's planning controls and policies	DM DA	2	
L4a2	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	All properties and areas with heritage significance are identified within LEP	DM SLUP	1	
L4a3	Part H (Heritage) of Waverley DCP reviewed as part of Waverley Planning Review	Undertake review of heritage controls in development control plan as part of Waverley Planning Review	Review of Part H (Heritage) of DCP completed by June 2011	DM SLUP	1	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L4b1	Looking Good - streetscape improvement works undertaken	<p>Consultation with key stakeholders including Place Managers undertaken</p> <p>Streetscape improvement works undertaken</p>	Cost is within + or - 10% of agreed budget and completed within three months of agreed timetable	DM TS	2	
L4b2	Civic Pride village improvement project initiated	<p>Consultation with key stakeholders including Place Managers</p> <p>Develop project at North Bondi Bus terminus with streetscape enhancement program</p> <p>Develop project at Murriverie Road with streetscape enhancement program</p>	Two civic pride enhancements developed and implemented annually	DM RCPP	5	These 2 projects have been scheduled to commence in 2012 due to funding constraints

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L5a3	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	New comprehensive DCP adopted by Council by March 2012	DM SLUP	2	
L5a4	Strategic Land Use policies and plans reviewed regularly	Ensure all strategic land use policies and plans reviewed annually or as required Review and where necessary update Council land use policies and plans in light of new and amended state and federal government legislation and policies	All specific Strategic Land Use policies and plans reviewed	DM SLUP	2	
L5a5	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	All Land Use plans/policies requested by Council completed within timeframe provided	DM SLUP	2	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L5a6	Building regulation, inspection and compliance undertaken	Undertake building compliance inspections Respond to complaints about building compliance issues Undertake building fire safety inspections Issue building occupation certificates	Number of complaints about building work received annually less than or equal to base year 2009/2010 Building certificates issued within 14 days	DM C	2 2	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L5b1	Expert heritage advice on development applications	Provide heritage advice to building applicants Provide heritage advice to Council officers to assist them in assessing building applications	90% of Heritage advice referrals completed within service standard (14 days)	DM SLUP	2	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L5b2	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 and Urban Design Awards conducted by April 2011	DM SLUP	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L5c1	Opportunities to deliver public infrastructure through Voluntary Planning Agreements (VPA)	Identify opportunities to deliver public infrastructure through Voluntary Planning Agreements Develop Voluntary Planning Agreements that deliver public infrastructure	Number of Voluntary Planning Agreements (VPA) executed annually increase from base year 2009/10	DM SLUP	2	

Progress Review 2010/2013 Delivery Program

Direction: L6 Roads and intersections are safer and less congested

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L6a1	Construction of traffic islands in the Council area	<p>Traffic islands designed and documented</p> <p>Construction delivery in accordance with program</p>	<p>Number of accidents annually equal to or less than base year 2005:</p> <ul style="list-style-type: none"> • Vehicles – 252 • Pedestrians – 24 • Cyclists – 19 <p>Cost within + or - 10% of agreed budget and completed within three months of agreed timetable</p>	DM TS	5	<p>Construction of traffic islands is on track for completion within agreed timeframe and budget.</p> <p>Most recent crash figures for Waverley (2009) indicate higher number of total crashes (264) than in base year 2005 (252).</p> <p>When considering the higher number of total crashes in Waverley in 2009 it is necessary to take into account the following which have occurred since base year 2005:</p> <ul style="list-style-type: none"> • Vehicle registration and use of vehicles in Waverley have increased significantly. • Bicycle ownership and usage in Waverley has risen. • Increase visitation numbers to Waverley LGA (tourists, commuters, workers, other). <p>The number of crashes involving pedestrians and cyclists in 2009 was also higher than in 2005 (Pedestrians – 28, Cyclists –</p>

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						<p>23).</p> <p>However, the severity of crashes was significantly lower in 2009 compared to 2005 as shown below:</p> <table border="1"> <thead> <tr> <th rowspan="2">Year</th> <th colspan="3">Degree of crash</th> </tr> <tr> <th>Fatal</th> <th>Injury</th> <th>Non-casualty</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>2</td> <td>145</td> <td>105</td> </tr> <tr> <td>2009</td> <td>0</td> <td>129</td> <td>135</td> </tr> </tbody> </table>	Year	Degree of crash			Fatal	Injury	Non-casualty	2005	2	145	105	2009	0	129	135
Year	Degree of crash																				
	Fatal	Injury	Non-casualty																		
2005	2	145	105																		
2009	0	129	135																		
L6a2	Black Spot funding applications submitted	Identify accident black spots Develop and submit funding applications for areas identified as suitable for black spot funding	<p>Number of accidents annually equal to or less than base year 2005:</p> <ul style="list-style-type: none"> • Vehicles – 252 • Pedestrians – 24 • Cyclists – 19 	DM TS	5	Assessment of targets discussed above in L6a2															

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L6a3	Schools patrolled in am and pm peak to improve safety around schools	<p>Undertake parking patrols around school zones</p> <p>Provide information to improve safety around schools</p> <p>Undertake enforcement action to ensure safety around schools</p>	<p>Minimum of five parking patrols a week conducted around schools a week</p>	DM PS	2	
L6a4	Traffic and pedestrian accidents reviewed annually	<p>Collect and collate traffic & pedestrian accident data</p> <p>Review traffic & pedestrian accident data</p> <p>Report and if required make recommendations on traffic & pedestrian accident data review</p>	<p>Number of accidents annually equal to or less than base year 2005:</p> <ul style="list-style-type: none"> • Vehicles – 252 • Pedestrians – 24 • Cyclists – 19 	DM TS	5	Assessment of targets discussed above in L6a2

Progress Review 2010/2013 Delivery Program

Direction: L6 Roads and intersections are safer and less congested

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L6b1	Waverley Transport Review completed	Undertake review of Waverley Transport Review Report on results of review	Review completed by June 2011	DM ES	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L7a1	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	Annual increase in the number of bicycle parking spaces from base year 2009/10	DM TS	5	Additional locations have been identified; however there is no funding available until 2011-12.
L7a2	Footpath amenity and accessibility improved	Develop annual footpath program in consultation with Access Committee Undertake adopted annual footpath program	Cost within + or - 10% of agreed budget and completed within three months of agreed timetable	DM TS	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L8a1	Support for public buses to directly connect neighbourhood centres	<p>Bus operations reviewed annually with STA</p> <p>Report and if required make recommendations on traffic & pedestrian accident data review to assist with STA planning</p>	Meeting held with STA by May 2011	DM TS	1	
L8a2	Bus shelters maintained and replaced	<p>Bus shelter replacement developed and adopted</p> <p>Bus shelters requiring maintenance identified</p> <p>Maintenance of bus shelters undertaken</p> <p>Replacement of bus shelters undertaken in accordance with program</p>	<p>At least two bus shelters replaces annually</p> <p>Cost within + or - 10% of agreed budget and completed within three months of agreed timetable</p>	DM TS	1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L8a3	Information on Bondi Junction and Bondi promotes the use public transport	<p>Provide information on the use of public transport in marketing material for events and activities at Bondi Junction and Bondi</p> <p>Ensure promoters for events at Bondi Junction and Bondi where Council is an event partner promotes the use of public transport in marketing/promotional material</p>	All marketing material promotes the use of public transport	<p>Director RCCS</p> <p>DM BJ DM BB</p>	2	
L8a4	Parking patrol conducted along main roads during weekdays	<p>Undertake parking patrols along main roads during weekdays</p> <p>Provide information to improve parking compliance along main roads</p> <p>Undertake enforcement action to ensure compliance along main roads</p>	Two parking patrols conducted each weekday along main roads	DM PS	2	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L8a5	Parking patrol conducted along transport corridors during weekends	<p>Undertake parking patrols along transport corridors during weekends</p> <p>Provide information to improve parking compliance along transport corridors</p> <p>Undertake enforcement action to ensure compliance along transport corridors</p>	Two parking patrols conducted each day on weekends along transport corridors	DM PS	2	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L8b1	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>	At least 55% of bus stops comply with Commonwealth Disability Standards for Accessible Public Transport 2002 achieved by December 2012	DM TS	1	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L9a1	Parking patrols conducted in accordance with adopted program in commercial and residential areas	<p>Identify priority areas to be patrolled</p> <p>Undertake parking patrols in commercial and residential areas</p> <p>Undertake enforcement action to ensure compliance</p>	<p>Improve local parking amenity by conducting the following parking patrols at minimum:</p> <p>Commercial areas Bondi Beach – 2/day Bondi Junction – 2/day Bronte – 1/day Local villages – 1/week</p> <p>Residential areas Bondi Beach – 2/day on weekends, 1/day on weekdays Bondi Junction – 1/day Bronte – 1/day Local neighbourhoods – 1/week</p>	DM PS	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
L9b1	Rolling education program to promote safe parking carried out	<p>Identify parking and road safety issues that would benefit from further community education</p> <p>Produce educational material for identified risk areas</p> <p>Provide talks on parking and road safety issues to school and community organisations</p>	<p>At least two articles on safe parking published annually</p> <p>At least five talks on road safety provided to schools or other organisations annually</p>	DM PS	<p>2</p> <p>2</p>	

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A Sustainable Environment

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1a1	Plans and policies that encourage active travel including but not limited to reducing parking availability and discouraging private car trips	Develop Waverley Transport Plan Report to Council on Waverley Transport Plan	Complete Waverley Transport Plan by June 2011	DM ES	1	
E1a2	Increased use of car sharing vehicles to reduce private vehicle ownership, vehicle kilometre travelled (VKT) and parking demand	Identify locations for additional car share spaces Create additional car share spaces Publicise car share scheme and additional car share spaces	Increase car-share spaces by 23 in 2010/2011	DM TS	1	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1a3	Education and promotion programs to encourage use of active travel (walking, cycling, car share, and public transport) as an alternative to the private car	<p>Co ordinate local events, including Ride to Work Day and Walk to Schools Day, that promote sustainable transport</p> <p>Run community workshops, including bike proficiency and bike maintenance, that encourage cycling</p> <p>Prepare transport access guides for Council facilities</p>	Hold three events, 12 workshops and provide two guides to encourage sustainable transport alternatives each year	DM ES	1	
E1a4	Improved quality and frequency of public transport in the LGA by working with state government and other agencies	<p>Identify opportunities for greater public transport use</p> <p>Meet regularly with state government agencies to discuss possible improvements/changes to increase in public transport capacity in LGA</p>	Increase in public transport capacity from base year	DM TS	1	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1a5	An expanded bicycle network together with the provision of bike facilities throughout the LGA	<p>Update and Waverley bike maps</p> <p>Produce and distribute revised Waverley bike maps</p> <p>Increase bike parking at locations identified as major trip generators</p> <p>Development bike implementation plan</p>	<p>Update of bike maps completed by June 2011</p> <p>10 additional bike parking locations provided</p> <p>Bike plan implementation completed by June 2011</p>	DM ES	<p>1</p> <p>1</p> <p>1</p>	
E1a6	Pedestrian networks which enable pedestrians to enjoy safe, convenient and coherent independent mobility particularly around transit corridors and facilities	<p>Investigate options to improve pedestrian routes in Bondi Junction around Oxford Street Mall</p> <p>Report to Council on options identified</p>	Report to Council by February 2011	DM TS	5	Bondi Junction PAMP adopted by Council. Funding to be considered in future programs.
E1a7	State government lobbied to introduce light rail within the Eastern Suburbs	Attend meetings about light rail specifically light rail within the Eastern Suburbs	One meeting held annually by Council staff about light rail within Eastern Suburbs	Director PES DM SLUP DM ES	5	No meetings held this year because of other priorities.

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1b1	State Heritage Office lobbied to develop a consistent policy to help facilitate installations of solar PV and solar hot water on heritage-listed buildings/areas	Issue of solar PV and solar hot water on heritage-listed buildings/areas researched State Heritage Office lobbied for policy changes	Research completed by June 2011	Director PES DM SLUP DM ES	1 1	
E1b2	Incentives developed to encourage sustainable retrofitting of existing building stock	Provide discounted solar hot water systems to residential dwellings in partnership with Randwick and Woollahra Councils Investigate the provision of discounted solar photovoltaic (PV) to Waverley residences	Program commenced by July 2010 Investigation completed by December 2010	DM ES	1 1	
E1b3	Incentives developed through the DA process to encourage sustainable building design and construction beyond BASIX	Investigate options for encouraging sustainable building design and construction in Waverley LGA Report to Council on options identified	Report to Council by April 2011	DM ES	1	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1b4	Information and education for residents on energy efficient technologies and behaviours in building design and construction, renovations and general retrofits	<p>Coordinate community workshops that assist residents improve energy efficiency</p> <p>Provide up to date information to residents in a range of formats on energy efficient technologies and rebates</p>	<p>Two Sustainable Building workshops run annually</p> <p>Two solar PV workshops run annually</p> <p>Update website monthly</p>	DM ES	<p>1</p> <p>1</p> <p>1</p>	
E1b5	Opportunities for green roofs (and walls) investigated and ways to encourage integration into commercial and residential buildings developed	Implement demonstration green roof at Waverley Pavilion	Green roof completed at Waverley Pavilion by June 2011	DM ES	2	

Progress Review 2010/2013 Delivery Program

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

Strategy: E1c Minimise energy use in Council operations

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1c1	Energy saving and renewable technology opportunities at Council's top 5 greenhouse gas sites identified and implemented	<p>Investigate and implement energy saving and renewable technologies at Bondi Pavilion</p> <p>Investigate and implement energy saving and renewable technologies at Waverley Library</p> <p>Investigate and implement energy savings and renewable technologies at Eastgate Carpark</p>	10% energy reductions (kWh) in 2010/2011 from selected Council facilities from 2008/2009 levels	DM ES	1 1 1	
E1c2	A partnerships with Energy Australia to upgrade street lighting with energy efficient alternatives (e.g. LED) explored	<p>Investigate feasibility of partnering with Energy Australia/private sector to trial energy efficient street lighting in Waverley</p> <p>Report to Council on proposal</p>	Report to Council by May 2011	DM TS	4	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1c3	Energy use minimised in new Council assets	<p>Ensure that the design and construction of Waverley Pavilion minimises energy use and maximises renewable technologies</p> <p>Ensure that the design and construction of new Bondi Junction Child Care Centre minimises energy use and maximises renewable technologies</p>	<p>Involvement of Environmental Services staff in Project Control Group</p> <p>Involvement of Environmental Services staff in Project Control Group</p>	DM ES	<p>1</p> <p>1</p>	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1d1	Renewable technology opportunities at Council's top 5 greenhouse gas sites identified and implemented	Install solar hot water system at Bondi Pavilion	Bondi Pavilion system installed by April 2011	DM ES	3	Installation scheduled for May 11. Heritage Office hold up with DA process. Installation scheduled for September 2011.
		Install solar photovoltaic (PV) at Waverley Pavilion	Waverley Pavilion system installed by June 2011		3	
			Greenhouse gas emissions (tonnes CO2e) reduced compared to base year		4	
E1d2	Uptake of Green Power by residents and businesses in the LGA increased through promotions and retailer partnerships.	Undertake community campaign to increase the uptake of greenpower purchase in the community	Program undertaken by June 2011 % increase in greenpower usage in LGA	DM ES	1 1	
E1d3	District cogeneration in new and existing residential, commercial and retail developments encouraged and facilitated	Develop strategy for implementation of cogeneration in Bondi Junction commercial centre	Strategy developed by June 2011	DM ES	1	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E1e1	Combined or individual programs (discounts/bulk purchasing/brokerage/retrofit services) to encourage uptake of: energy efficient technologies and behaviours; efficient hot water alternatives (solar hot water and heat pumps) and solar PV identified and implemented	<p>Provide discounted solar hot water systems to residential dwellings in partnership with Randwick and Woollahra Councils</p> <p>Investigate the provision of discounted solar PV to Waverley residences</p>	<p>200 discounted systems installed</p> <p>Investigation completed by December 2010</p>	DM ES	<p>3</p> <p>1</p>	Due to changes in gross-feed in tariffs to date only 70 systems installed.
E1e2	Existing Federal Government and State Government funded initiatives (e.g. Green Loans, Small Business Energy Efficiency programs) used and built upon to encourage uptake of energy efficient technologies and behaviours	Promote federal and state government funded initiatives that encourage the uptake of renewable and energy efficiency technologies	Website maintained with current information at all times	DM ES	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E2a1	A climate change vulnerability assessment for the Waverley area undertaken that includes impacts on our natural assets, built infrastructure and the community's health.	Undertake a Coastal Hazard and Risk Assessment of the Waverley LGA	Investigation on future climate change impacts in the Waverley LGA completed by June 2011	DM ES	5	Warley Parsons engaged. Program to be completed by September 2011.
E2a2	An appropriate climate adaptation plan developed with input from Sydney Coastal Councils Group, and other State/Federal Government initiatives	Develop an interim sea level rise policy for integration into Council planning instruments	Interim sea level rise policy developed by December 2010	DM ES	1	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E2b1	Outcomes of the climate change adaptation plan integrated into all relevant Council decision making and planning processes	Update Council planning instruments with Interim Sea Level Rise Policy	Interim policy adopted by February 2011	DM ES	1	
E2b2	Community educated and informed about identified climate change risks	Undertake community education program on interim policy	Program completed by June 2011	DM ES	4	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E3a1	A domestic waste and recycling service, together with a public place litter collection service	Collect domestic waste weekly	Decrease in tonnes domestic waste collected annually from previous year	DM RR&PPC	1	In 2009-2010, 7,911.80 tonnes of household recycling was collected. In 2010-2011, 7,793.84 tonnes of household recycling was collected. This represents a 0.7% decrease, which maybe due to an increase in population or consumption.
		Collect domestic recycling weekly				
		Collect domestic garden waste fortnightly				
		Provide a domestic waste clean up service.	Increase in tonnes recycling collected annually from previous year		5	
		Empty street litter bins				
			Increase in tonnes garden waste collected annually		1	

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			from previous year			
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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
			<p>Tonnes domestic waste clean up collected equal to tonnes collected previous year</p> <p>Street litter bins less than 100% over 95% of the time</p> <p>Over 95% of domestic waste services provided compared to services missed</p>		<p>1</p> <p>2</p> <p>2</p>	
E3a2	Work with businesses, schools and residents to increase recycling and recovery rates and decrease waste generation rates	Undertake trial program with residents in multi unit developments to improve recycling rates and reduce contamination rates	<p>Trial program completed by June 2011</p> <p>Increased recycling rates</p>	DM RR&PPC	4	
E3a3	Residential food waste reduction program implemented	Continue to run the <i>Compost Revolution</i> food waste program in partnership with Woollahra and Randwick Council's	<p>200 compost bins distributed</p> <p>Reduction in amount of waste produced compared to base year</p>	DM ES	1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E3a4	A waste and litter management strategy for public places that integrates infrastructure, education, management and enforcement	<p>Run an anti-litter education/enforcement program at Waverley beaches</p> <p>Undertake a public place recycling (PPR) program in Bondi Junction commercial centre</p> <p>Waste and litter reduction management plan for Bondi Place Management Area reviewed, implemented and monitored</p>	<p>Anti-litter program completed summer 2011</p> <p>Public place recycling infrastructure installed by June 2011</p> <p>Reduction in amount of waste produced compared to base year</p>	<p>Director RCCS</p> <p>DM BJ DM BB</p>	<p>4</p> <p>5</p>	Due to funding in terms of infrastructure this has been moved to be done in 2011/12 budget
E3a5	Local events and initiatives that encourage recycling of other waste types e.g. Clothes Swaps, Second Hand Market Days, Freecycle	<p>Coordinate community workshops that encourage recycling and reuse of otherwise discarded items</p> <p>Coordinate and promote collection services that encourage recycling of other waste types</p>	<p>Two Clothes Swap workshops held annually</p> <p>Two 'Fix It' workshops held annually</p> <p>10 composting/ worm farming workshops annually</p> <p>Two e-waste collections in November 2010 and June 2011</p> <p>Chemical Clean Out in July 2010</p>	DM ES	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E3b1	Work with SSROC to investigate regional waste reuse, recovery and disposal opportunities	Participate in SSROC Regional Tender for Waste Disposal	Tenderer selected by June 2011	DM RR&PPC	4	
E3b2	Local collection options for the responsible disposal or recycling of non-putrescible wastes e.g. batteries, paints, oil heaters investigated	Update Council's website to provide up to date information of collection program for other waste types	Website maintained with current information at all times Reduction in the amount of waste to landfill compared to base year	DM ES	1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E4a3	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	Two Sustainable Building workshops run annually	DM ES	1	

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

Strategy: E4b Minimise water use in Council operations and facilities

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E4b1	Reduction in potable water use in new Council assets	Integrate water harvesting system into the Waverley Pavilion. Integrate water harvesting system and water efficient appliances into the new Bondi Junction Child care centre	System included in projects	DM RCPP	4	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E4b2	Water efficiency and recycling technology at Council's top five water consuming sites investigated and implemented	<p>Install water efficient/recycling technologies at Bondi Park, Bondi Pavilion and Waverley Park</p> <p>Participate in Sydney Water's <i>Every Drop Counts</i> program for Council's major facilities</p>	10% reduction in potable water usage compared to base year	DM ES	4 1	
E4b3	Irrigation efficiency at top five Council irrigation sites improved including soil and turf upgrades and watering regime in partnership with Sydney Water	<p>Participate in the Sydney Water Irrigation Landscape Efficiency Project (ILEP) to reduce water use at:</p> <ul style="list-style-type: none"> • Bondi Park • Waverley Park • Marks Park • Hugh Bamford 	<p>Improved irrigation efficiency and park surfaces by June 2011</p> <p>Reduced potable water consumption (kL) compared to base year</p>	DM ES	4 4	

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

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 in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E4c1	Communication and awareness activities on water efficient tips, rainwater harvesting and reuse, greywater reuse, blackwater systems, groundwater use and available rebates / discounts rolled out	<p>Promote the use of hot water recirculators and water rebates available to the community</p> <p>Promote installation of rainwater tanks and rebates available to the community</p> <p>Promote other rebates and water savings programs offered by other government agencies</p>	All information available on Council's website and in promotional materials	DM ES	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E4d1	Work with top twenty water consumers within the community to implement water reduction / efficiency strategies	<p>Participate in the Sustainable Business program with Sydney Water</p> <p>Audit 5 major water users and support installation of water efficient technologies</p> <p>Investigate options for water reduction at North Bondi Golf Course</p>	<p>Five major water users audited by June 2011</p> <p>Options investigation for North Bondi Golf Course completed by June 2011</p>	DM ES	1 4	
E4d2	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	Promotion program developed by June 2011	DM ES	4	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E4d3	Existing Federal Government and State Government funded programs used or built on to encourage uptake of water efficient technologies and behaviours	Promotion of federal govt and Sydney Water rebates for water tanks and other water saving devices.	Information available on Council's website, in promotional materials and in sustainable building workshops by June 2011	DM ES	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E5a1	Pollution prevention devices installed and maintained throughout the LGA	Gross pollutant traps monitored and maintained across the LGA	5% reduction in the amount of pollutants removed from gross pollution control devices each year compared to 2008/09 base year	DM ES	4	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E5a2	Stormwater Harvesting Infrastructure maintained	Maintain existing stormwater and groundwater infrastructure Monitor re-use water quality and improve quality of stormwater discharge	All maintenance reports and water quality data monitored bi monthly	DM M&C	2	
E5a3	Water quality at key coastal sites is regularly monitored	Undertake water monitoring program	Water tested at two key spots every week	DM ES	1	
E5a4	Targeted community environmental education and awareness program on stormwater pollution prevention undertaken	Run communications program on the Upper Bronte Creek rehabilitation project	Programs conducted by June 2011	DM ES	1	
E5a5	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 (POEO Act) 1997</i> Follow up on reported pollution incidents Inspection of building sites to ensure compliance with <i>POEO Act</i>	Number of POEO Act inspections undertaken greater than or equal to base year 2009/10	DM C	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E5b1	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	Council participate in at least three programs annually	DM ES	1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E6a1	A <i>Tree Management Plan</i> to maximise tree canopy cover in Waverley implemented	Plant trees over the winter months. Implement watering and maintenance program over the summer months. Update and maintain street tree data base Improve public access to tree planning information on Council's website	200 trees planted per year by Council 80% of trees planted annually by Council survive Update street tree database within three months of removal or new planting of tree	DM POSO DM RCPP	2 2 1	
E6a2	Significant tree register maintained and updated	Process to provide access to Significant Tree Register developed including consultation with the community Report on proposed process completed and adopted	Process to access to Significant Tree Register adopted by March 2011	DM RCPP	1	
E6a3	Endemic seed propagation program for local plantings implemented	Collect endemic seed from local bushcare areas. Program propagation to provide plants for projects	10% of plants propagated from local source in individual projects	DM RCPP	1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E6a4	Outcomes from Waverley flora and fauna study integrated into Council plans and policies	<p>Integrate findings from Waverley flora and fauna study into Council's planning instruments</p> <p>Complete and update condition survey on remnant bushland sites</p> <p>Integrate remnant vegetation condition survey information into Strategic Asset Management Plan (SAMP)</p> <p>Undertake ongoing field surveys to identify all elements of biodiversity so they can be conserved</p>	<p>Planning instruments updated by April 2011</p> <p>Condition survey on remnant bushland sites completed by June 2011</p>	DM ES	<p>1</p> <p>1</p>	

Progress Review 2010/2013 Delivery Program

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

Strategy: E6b Increase local populations of native flora and fauna

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E6b1	Areas of threatened and endangered species identified	Identify areas of threatened and endangered species in LEP map	Maps prepared by December 2010	DM ES	1	
E6b2	Council policy for the protection, restoration and enhancement of remnant vegetation and habitat taking note of statutory implications/ mapping issues/ potential of changes leading to damage of existing remnant vegetation developed	Report to Council on the findings of the Waverley flora / fauna survey	Report to Council by July 2010	DM ES	3	Due to delays in finalising the final Consultants report, the project report was adopted by Council in November 2010.

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E6b3	Remediation and restoration programs in Waverley including hydrological, contamination and geotechnical issues, weed management and native plantings identified and implemented	Complete the Upper Bronte Gully Remediation and Restoration program	Stage 1 of Bronte Gully program completed by July 2010	DM ES	1	
E6b4	Waverley Street Tree Planting program implemented	Plant trees in priority areas	Two priority areas planted by Council per year	DM POSO	2	

Progress Review 2010/2013 Delivery Program

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

Strategy: E7a Protect local marine biodiversity through education and enforcement

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E7a1	Work with Department of Environment, Climate Change and Water (DECCW) to protect local marine biodiversity	Work with DECCW to complete a marine intertidal survey that monitor population levels and species numbers Report survey findings to Council	Survey completed by December 2010 Report to Council by March 2011	DM ES	5	Due to a lack of funding available, the marine intertidal surveys are unable to be conducted in the 2010/11 financial year.
E7a2	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	Number of infringements issued for breach of marine regulations less than or equal to base year 2009/2010	DM C	2	
E7a3	Partnering with the Marine Discovery Centre to educate the community about our local marine environment	Work with the Marine Discovery Centre to undertake community education programs that improve awareness of our local marine environment	One program delivered annually	DM ES	1	

Progress Review 2010/2013 Delivery Program

Direction: E8 Waverley is an environmentally educated and committed community

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E8a1	Groups within the community targeted and ways determined to engage with them identified	Develop a Communications Strategy for Council's Environmental Program Develop and implement an Internal Sustainability Education Program	Strategy developed by August 2010 Program implemented by June 2011	DM ES	1 1	
E8a2	Communication and awareness activities on Council's sustainability program rolled out	Deliver Councils Communications Strategy for Council's Environmental Program	Strategy implemented by June 2011	DM ES	1	
E8a3	Coordination and support to the Eastern Suburbs Schools Environment Network so local teachers, parents, and students have the opportunity share experiences and increase their skills and knowledge	Coordinate the Eastern Suburbs Schools Environment Network	Meetings held with all schools quarterly	DM ES	1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E8a4	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 DM ES	At least two environmental initiatives implemented at each childcare centre	DM ES	1	
E8a5	A Waverley Council Sustainable Schools Program	Implement Council's Sustainable Schools Program Run Council's Sustainable Schools Grants program	75% of schools in LGA participating Annual grants program completed by February 2011	DM ES	1 1	

Progress Review 2010/2013 Delivery Program

Direction: E8 Waverley is an environmentally educated and committed community

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E8b1	A Greenwave workshop program so residents can gain the skills and tools required to undertake positive environmental behaviours	Run community Greenwave workshop program to improve community behaviours Establish baseline satisfaction levels for program	400 residents participating Baseline satisfaction levels established by June 2011	DM ES	1 1	
E8b2	A 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	Annual Green Brains program held by June 2011	DM ES	1	

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Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
E8b3	A Summer Activities Program so residents can gain a greater appreciation and understanding of the coastal environment	Coordinate Council's Summer Activities Program	2010/11 program completed by February 2011	DM ES	1	
E8b4	An environmental grants program for schools to gain funding to implement environmental projects and programs	Run Council's Sustainable Schools Grants program	Annual grants program completed by February 2011	DM ES	1	

Progress Review 2010/2013 Delivery Program

Sustainable Governance

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G1a1	Significant governance policies developed and existing policies reviewed regularly and access to Council's policy register provided	<p>Assess need for new policies and develop as need identified</p> <p>Develop a policy review program for all governance policies</p> <p>Undertake policy reviews</p> <p>Regularly review policies available on Council's website to ensure currency</p>	<p>Councillor's Expenses and Facilities reviewed by November 2010</p> <p>Sponsorship, Grants and Donations reviewed by December 2010</p> <p>Privacy Management Plan reviewed by May 2011</p> <p>Information Access reviewed by May 2011</p> <p>All significant Council policies available on Council's website</p>	DM G&IP	<p>1</p> <p>4</p> <p>2</p> <p>2</p> <p>1</p>	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G1a2	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	Community strategic plan and workforce plan revised every four years	Director C&TS	1	
			LTFP revised annually		1	
		Review Community Strategic Plan, Resourcing Strategy as required	SAMP revised every four years		1	
		Develop an annual Operational Plan for adoption by Council annually	Operation Plan adopted by Council annually		1	
		Develop a Delivery Program for each new Council	Delivery Program adopted by Council every four years		1	
G1a3	Regular reporting to Council on progress with implementation of integrated corporate plans	Prepare reports on progress with Delivery Program deliverables. Report to Council on progress every six months	Six monthly reports provided to Council on progress with Delivery Program	Director C&TS	1	

Progress Review 2010/2013 Delivery Program

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

Strategy: G1b Embed corruption prevention practices in Council operations

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G1b1	Regular ethics and Code of Conduct training provided for Councillors and staff	Provide ethics and Code of Conduct training to Councillors	Two ethics and Code of Conduct training events provided annually to Councillors	DM G&IP	5	In view of Council's decision in July 2010 that: "1. There be no formal training and development provided to Councillors in 2010/2011. 2. The funds allocated to Councillors training and development in 2010/2011 be transferred into General Revenue" it will not be possible to meet the target for training set in the 2010/2011 Operational Plan.
		Provide ethics and EEO training to all new employees	90% of new employees undertake ethics and EEO training within three months	DM HR/OD	2	
		Provide EEO refresher training to all existing employees	90% of staff who complete refresher training every three years		4	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G1b2	Internal audit function established and supported	Develop internal audit program Implement internal audit program Provide support to Internal Audit Committee Review internal audit program	Internal audit program developed and adopted by September 2010	DM G&IP	1	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G2a1	A Community Engagement Strategy that meets legislative requirements	<p>Review community survey material</p> <p>Conduct community survey</p> <p>Report to Council on community survey results</p>	Community survey conducted by February 2012 and results available for consideration by each new Council	Director C&TS	4	
G2a2	A Community Strategic Plan that is inclusive	<p>Develop Community Engagement Strategy for Community Strategic Plan review</p> <p>Present Community Engagement Strategy to Council for adoption</p>	Community Engagement Strategy reviewed by July 2011 and adopted by Council by September 2011 prior to consultation on Community Strategic Plan	Director C&TS	5	Target dates of 2011 are a typographical error. Council cannot adopt a new Engagement Strategy under the Local Government Act until October 2012 at the earliest.

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G2b2	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 Promote consultation events through 'Have a Say' portal Place Precinct agenda and minutes on website	All draft plans and policies placed on website All consultation events placed on website	DM RCPP	1 1	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G2c1	A regular, professionally produced and interesting community newsletter	Theme identified and material collected for quarterly community newsletter Newsletter produced and distributed	5% increase in number of respondents that report receiving and reading Council's community newsletter	GMU	5	In developing a program examine a benchmark survey it became clear that an alternative program was required to assess performance in this area. This will be undertaken as part of the appointment of a Community Engagement Manager.

Progress Review 2010/2013 Delivery Program

G2c2	Council's Communications Action Plan implemented	Implement the funded actions from the Communications Action Plan	80% of Plan implemented annually	GMU	2	
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Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G2c3	Communication provided in different formats and community languages including provision of language aide scheme and access to Telephone Interpreter Service	Provide a language aide service	Nine languages available through the language aide service	DM RCPP	3	Language aide service provides assistance in seven languages. Awaiting census 2012, census data & using customer service feedback to review community needs.
		Support access to the Telephone Interpreter Service	Number of incidents of use annually of Telephone Interpreter Service is equal to or greater than base year 2005/2006		2	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G3a1	Customer service training provided to staff	Provide customer service training to all new staff	90% of new staff trained in customer service within three months of joining Council	DM HR/OD	2	
		Provide customer service refresher training to all existing staff	90% of existing staff complete refresher training every three years		4	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G3a1	Training in systems and processes that support customer service provided to identified staff	<p>Undertake a skills assessment of identified staff</p> <p>Develop training programs on customer service systems and processes</p> <p>Deliver training programs on customer service systems and processes</p>	All identified staff trained in customer service systems and processes	DM HR/OD	1	
G3a3	Customer Service Charter implemented	<p>Develop and implement communication strategy for external customers</p> <p>Develop and implement program to ensure compliance with standards</p>	80% performance against specific customer service charter targets	DM LCS	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G3b1	Regular customer surveys conducted	<p>Arrange for Mystery Shopper program to be conducted</p> <p>Report on results achieved and possible service improvements</p>	At least 80% satisfaction score in Mystery Shopper program	DM LCS	2	
G3b2	Performance against standards for customer requests and complaints recorded in Council's customer request system monitored and reported	<p>Monitor number and percentage of customer requests and complaints recorded in Service Desk completed within and outside service standards</p> <p>Report regularly on performance against standards for customer requests and complaints including possible services improvements</p>	At least 80% of Service Desk requests completed within service standard	DM LCS	4	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G4a1	Regular reviews of Council services and improvement initiatives undertaken in accordance with program in Council's Workforce Plan	Undertake reviews identified in annual program Report at the conclusion of each review Report half yearly on progress with program	80% of reviews undertaken annually compared to adopted program	DM HR/OD	4	
G4a2	A program of continuous improvement in customer service	Update Customer Service Strategy Implement revised Customer Service Strategy 2010/2013 Implement strategies identified through Library Service Review including staff technology training; purchase of shelf ready resources and implementation of RFID Technology	Revised Customer Service Strategy implemented by December 2010 Technology skills training program held by December 2010 At least 70% of 2010/2011 annual resource budget spent on shelf ready resources for library Implement RFID technology in the library by December 2010	DM LCS	1 4 4 5	Design plans and quotes required for physical changes to the library areas have resulted in deferral of implementation to second half of 2011

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
	Council's vehicle fleet and plant maintained		Fleet whole of life costs, downtime costs, maintenance failure records and flat rate	DM BS	2	
G4b3	Computer and communications network availability ensured	<p>Provide a computer network that supports the work of Council</p> <p>Maintain Council's computer network</p> <p>Provide a communications network that supports the work of Council</p> <p>Maintain Council's communications network</p>	<p>95% Computer network availability (excluding planned downtime)</p> <p>95% Phone system availability (excluding planned downtime)</p>	DM FISS	4 4	
G4b4	An efficient and effective payroll service.	<p>Produce weekly payroll and pay staff</p> <p>Process information including timesheets and leave forms</p>	Staff paid on time every week	DM HR/OD	2	
G4b5	Efficient and effective corporate procurement services	<p>Co ordinate tendering across Council</p> <p>Provide advise on purchasing</p> <p>Undertake audits of compliance with Council's purchasing policy</p>	At least 12 audits of purchasing conducted annually	DM FISS	4	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G4b6	Store operations that are efficient, effective and delivered in a timely manner	Identify items required regularly by Council Order items required regularly by Council Undertake stocktakes of items in store	Two stocktakes of items in store undertaken annually	DM BS	2	
G4b7	More services are provided on line	Identify areas where Council services can be provided on line Establish process to provide 149 certificates issued on line	Percentage of 149 certificates issued on line increased compared to total issued in base year 2009/10	DM SLUP	2	

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G4c1	Participation in partnerships and projects through SSROC	Participation in SSROC Library projects Investigation of shares Customer Service projects	Council participates in four SSROC projects annually	GMU	2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G4c2	Participation in partnerships and projects with other councils and organisations	Participation in Inter Library Loans Van Service and Home Library Service	Two other community benefit partnerships formed and maintained	GMU	1	

Direction: G5 Council is a financially sustainable organisation

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G5a1	Financial advice and co ordination to ensure Council meets overall budget performance targets provided	Manage Council's financial performance to achieve targets set	Annual budget targets met or exceeded	DM FISS	4	
		Conduct and report on quarterly reviews of budget performance	At least seven green lights on Local Government Finance Health Check Indicators		4	
		Ensure year end accounts are completed	Annual financial audit completed and reported by October		1	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
		Issue rates notices quarterly and collect rates levied	All rates notices issued in accordance with legislative timetable	DM FISS	1	
			Less than 3.5% rates outstanding as a percentage of rates collected		4	
		Achieve a return on Council's cash investments	Rate of return on cash exceeds UBS Warburg AUD Bank Bill Index		4	

Direction: G5 Council is a financially sustainable organisation

Strategy: G5b Undertake long term financial planning

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G5b1	Four-year forecast prepared annually	Develop four-year forecast Report to Council annually on forecast	Four year forecast completed and reported to Council in April each year	DM FISS	1	
G5b2	Ten year financial plan reviewed annually	Review LTFP each year based on four year forecast Report to Council annually on results of review	10 year financial plan review completed and reported to Council in April each year	DM FISS	1	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G5b3	Council's expenditure is funded sustainability	Ensure funding sources identified meet expenditure requirements	Surplus or balanced budget achieved annually	DM FISS	4	
G5b4	Council's expenditure satisfies the needs of the community	<p>Monitor expenditure to ensure it is in accordance with the expressed wishes of the community as articulated in the Community strategic plan</p> <p>Provide advice to Council to assist its decision making on changes to expenditure that are outside the adopted Delivery Program</p>	100% of expenditure compared to adopted program in Delivery Program	Director C&TS	4	
G5b5	A revised Investment Strategy that is being implemented	<p>Review Investment Strategy progress to date</p> <p>Continue with implementation of key projects in accordance with adopted implementation plan</p> <p>Report to Council regularly on progress of key projects</p>	<p>Quarterly progress on Investment Strategy projects</p> <p>80% of projects progressed in accordance with implementation plan</p>	GMU	2 2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G5b6	A new Investment Strategy based on progress to date and revised financial and other modelling	<p>Review current Investment Strategy</p> <p>Update financial modelling and other data that support strategy</p> <p>Undertake consultation on revised Investment Strategy</p> <p>Report to Council on proposed revised Investment Strategy</p>	<p>Review of current Investment Strategy completed by June 2011</p> <p>New Investment Strategy developed by June 2012</p>	GMU	<p>2</p> <p>4</p>	Councillor/Officer working group broadened to include councillors who were previously on Bondi Junction Ebley St urban design/master plan project. Preliminary discussions held in May 2011 focussing on Council's Bondi Junction property holdings..

Direction: G5 Council is a financially sustainable organisation

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G5c1	Budgeted financial performance for all commercial leases met or exceeded	Manage the leasing Council's commercial property portfolio	Performance of Council's business activities greater than or equal to budgeted financial performance for all commercial leases	DM BSP	1	
G5c2	Budgeted financial performance for Cemetery business operations met or exceeded	Manage Council's cemetery business unit	Performance of Council's business activities greater than or equal to budgeted financial performance for cemetery business operations	DM BSP	4	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G5c3	Budgeted financial performance for Council car park business operations met or exceeded	Manage Council's car parks	Performance of Council's business activities greater than or equal to budgeted financial performance for Council car parks operations	DM BSP	4	
G5c4	Budgeted financial performance for commercial waste collection and recycling service	Manage Council's commercial waste and recycling service	Performance of Council's business activities greater than or equal to budget for commercial waste operation	DM BS	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G6a1	Cost effective Strategic Asset Management Plans (SAMPs) that are compliant with legislative requirements	Undertake review of SAMP 3 Carry out condition assessments for all asset categories currently not detailed in SAMP 3 Prepare SAMP 4	Strategic Asset Management Plans updated by June 2012	DM TS	4	
G6a2	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	Asset maintenance and renewal estimated are shown in Long Term Financial Plans and reported to Council in April each year	DM FISS	1	

Progress Review 2010/2013 Delivery Program

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

Strategy: G6b Implement adopted Asset Management Plans

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G6b1	A program of capital works	<p>Capital works program developed</p> <p>Adopted and funded capital works program implemented</p> <p>Delivery of project management services on Capital Projects</p> <p>Progress with capital works program reported to Council quarterly</p> <p>Progress with capital works program reviewed annually</p>	<p>80% of priority capital works projects on budget and on time delivery</p> <p>Proportion of assets in condition ratings 1, 2 and 3 increases annually until adopted targets in WT2 are achieved</p>	DM TS	4	
G6b2	An annual asset maintenance program	<p>Annual asset maintenance program developed</p> <p>Adopted and funded asset maintenance program implemented</p> <p>Delivery of annual maintenance program</p> <p>Progress with annual asset maintenance program reported to Council quarterly</p>	<p>80% of adopted Annual Maintenance Programs on budget and on time delivery</p> <p>Proportion of assets in condition ratings 1, 2 and 3 increases annually until adopted targets in WT2 are achieved</p>	DM TS	4 1	

Progress Review 2010/2013 Delivery Program

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

Strategy: G6c Implement the adopted Asset Management Continuous Improvement Plan

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G6c1	On-track delivery of 80% of scheduled activities in the adopted Asset Management Continuous Improvement Plan each year	<p>Progress with scheduled activities monitored quarterly</p> <p>Progress against benchmarks for asset management assessed annually</p>	Annual improvement in self-assessed scores on meeting agreed Business Excellence Framework (BEF) benchmarks for asset management is steady or increasing	DM TS	4	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G7a1	Operational risk processes and strategies reviewed	<p>Conduct general insurance review</p> <p>Document processes to manage public liability claims</p> <p>Identify key measures and developed; targets for public liability claims</p> <p>Track performance against key measures</p> <p>Report on progress against targets</p>	<p>Review completed by set date</p> <p>Procedures documented by set date</p>	DM HR/OD	<p>2</p> <p>2</p>	

Progress Review 2010/2013 Delivery Program

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

Strategy: G7b Maintain a safe workplace

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G7b1	Number of lost time injuries and incidents reduced	Develop and implement Claims and Rehabilitation Procedures and tools	5% reduction in lost time injuries compared to base year	DM HR/OD	5	As at end of period Lost Time Injuries & Incidents are above last year's figures and corrective actions taken. Closure rates are below target. Further work is being undertaken to support achievement in OHS and Workers Compensation.
		Monitor and report on lost time injuries, OH&S incidents and time to complete corrective actions	5% reduction in incidents compared to base year		5	
		Report on progress including operational improvements	60% of corrective actions raised that are closed		5	
G7b2	OHS Risk Management Plan implemented	OHS Risk Management Plan implemented Progress monitored Reporting on progress provided	70% of OHS plan completed	DM HR/OD	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G8a1	Knowledge Management Action Plans implemented	Implement the funded actions from the adopted Knowledge Management Action Plans	80% of actions from Knowledge Management Action Plans implemented annually	GMU	5	Knowledge Management Action Plan to be reviewed following completion of Disaster Recovery Strategy.
G8a2	Records management and information access services provided	<p>Maintain Council's records management system</p> <p>Provide records management services</p> <p>Provide advice and training in the use of Council's records management system</p> <p>Audit and report on compliance with the use of Council's records management system</p>	90% of staff comply with Council's Records Management Policy	DM G&IP	2	

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G8a3	Compliance with Government Information (Public Access) and Privacy and Personal Information Protection Acts	<p>Develop and implement program for compliance with Government Information (Public Access) Act</p> <p>Provide access to information under the Freedom of Information Act (the FOI Act)</p> <p>Provide access to information under Government Information (Public Access) Act (the GIPA Act)</p> <p>Manage requests and privacy complaints under Privacy and Personal Information Protection Act (the PPIP Act)</p>	All applications under FOI, GIPA and PPIP Acts processed annually in accordance with legislative timeframe	DM G&IP	2	
G8a4	Effectiveness of web site monitored	<p>Maintain Council's web site</p> <p>Monitor and report on use of web site</p>	10% increase in visits to web site each year	DM FISS	4	
G8a5	Geographic information and mapping system across Council maintained	<p>Maintain and update Council's geographic information and mapping system</p> <p>Provide a publicly accessible digital mapping system</p>	<p>All software and mapping database updates completed annually</p> <p>Increase in number of users accessing the mapping website annually from base year</p>	DM SLUP	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G8b1	All reports required by legislation or requested by Government departments and agencies provided	<p>Complete Operational Plan as required by legislation</p> <p>Complete and submit Annual Report by due date</p> <p>Submit annual audited financial accounts to DLG by due date</p> <p>Provide Companion Animal reporting as required</p>	All reports required by legislation provided on time and in required format	<p>Director C&TS</p> <p>DM G&IP</p> <p>DM FISS</p> <p>DM C</p>	<p>1</p> <p>1</p> <p>1</p>	
G8b2	Annual reports on key council's plans and policies completed	Report on access and equity policies in Council's Annual Report	Information for Annual Report provided in September annually	DM RCPP	1	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G9a1	Council's Workforce Plan implemented	Undertake the activities scheduled in Council's Workforce Plan	80% of activities from Workforce Plan completed annually	DM HR/OD	4	More than 80% of the annual activities scheduled within the workforce plan are in progress and tracking to plan.
G9a2	Improvement in staff retention demonstrated	Review suite of selection skills tests eg: driving, functional assessments, computer tests, psychological suitability of new starters	Annual turnover rate of staff that have been with Council for three years and less is 14% or lower Overall staff turnover rate is reduced to 11% or less	DM HR/OD	2	
G9a3	Recruitment process managed to limit the length of time to fill vacant positions	Undertake recruitment in accordance with guidelines Monitor recruitment process to identify issues or delays that may increase time to fill vacant positions Respond to any issues or delays identified	Recruitment cycle time six weeks or less	DM HR/OD	2	

Progress Review 2010/2013 Delivery Program

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

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

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G9b1	2011/2015 EEO Management Plan developed and implemented	Review 2006/2010 EEO Management Plan Develop 2011/2015 EEO Management Plan	2011/2015 EEO Management Plan completed by June 2011	DM HR/OD	4	
G9b2	Staff reward and recognition program developed and implemented	Develop reward and recognition program Implement reward and recognition program Monitor implementation and operation of program Seek staff feedback on reward and recognition program	Rating at each three yearly re-take of staff survey against questions 9 and 16 is increasing	DM HR/OD	3	A new program is on track to be finalised. Some initiatives have been activated already. The staff survey was postponed until Nov 2011 and as such we will not be able to determine if there has been an increase in relation to the survey questions 9 and 16 until the next financial year.

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G9b3	Learning and Development (Training) Plan programs delivered	Develop Learning & Development Plan	80% of scheduled components of Training Plan delivered annually	DM HR/OD	2	
		Implement Learning & Development Plan	85% satisfaction rating scored on training evaluation		2	
		Seek feedback on Plan to assist in development of next Plan				
G9b4	Program of internal customer service surveys continued	<p>Implement annual program</p> <p>Develop and implement improvement plans</p> <p>Monitor progress with improvement plans</p>	<p>5% increase on previous rating score achieved on internal customer service surveys compared to previous rating</p> <p>Overall rating of 75% or above before or by the 3rd re-take</p>	DM HR/OD	4	<p>Of the 8 areas surveyed 5 achieved a 5% and more of an improvement on the base line rating. All five areas achieved satisfaction levels above overall target of 75%.</p> <p>A baseline rating was established for the area – Fleet and depot operations this year. Business and Services and Properties failed to make an improvement of 5% on their baseline rating and as such have put in place a robust improvement plan as they move toward a second re-take of the survey with their key internal customers.</p>

Progress Review 2010/2013 Delivery Program

Deliverable		Actions in 2010/2011	Targets and Progress Measures	Reporting Officer	Progress	Comment if not meeting target (Progress measures 3 and 5 only)
G9b5	Business Excellence survey program with staff continued	Undertake survey Report results Identify possible areas of improvement	5% improvement by Department and organisation wide on baseline rating on score achieved on each retake of Business Excellence Survey Target of 75% achieved or more by the 3 rd retake	DM HR/OD	4	The Executive team postponed the staff survey for one year, until November 2011