



WAVERLEY  
COUNCIL

# END OF TERM REPORT

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Elected Council 2012 to 2017  
August 2017



## **ACKNOWLEDGEMENT**

We acknowledge the Bidjigal and Cadigal people who have traditionally occupied the Sydney Coast. We also acknowledge Aboriginal Elders both past and present.



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# COMMUNITY VISION

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

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

- We are safe
- We are reconciled with and value our Indigenous past connections within families and between generations can remain unbroken
- We are inspired and able to renew our physical and spiritual wellbeing
- Everyone is welcome to participate positively in community life
- We can express our essential selves through our traditions, our arts, our cultures, and our lifestyles
- We act together as a compassionate society
- The beauty of our beaches, cliffs and coastal lands endures
- The architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social contexts
- Vital services are fully accessible
- Scarce resources are conserved and fairly shared
- Local economic prosperity provides opportunity for all
- As a local community we have the courage to take a leading place in achieving the environmental aims of a global society
- We are confident our leaders will reflect thoughtfully on our views and best interests when making decisions for our future

These are the aspirations of our hopeful generation.

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

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



# OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

All Councils in NSW are required to conduct their business based on the Integrated Planning and Reporting framework.

Waverley Council has been a leader in this area since the legislation was introduced in 2009, having produced award-winning asset and financial management plans, and being one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting

legislation. The Integrated Planning and Reporting framework allows NSW Councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

Waverley Together 3 is Waverley's third community strategic plan. This plan is a revision and expansion of Waverley Together 2 and like earlier versions has

been drafted following a process of close consultation with our community. Under the legislation, each elected council is required to adopt its own four year Delivery Program. The intent is to ensure that each elected council works out the strategies most likely to make a positive contribution towards the achievement of the community's vision by the end of the long term planning period – in Waverley's case, by the year 2025.

*Bondi Junction*





## OUR REPORTING OBLIGATIONS

Under the Integrated Planning and Reporting framework, councils are required to report on progress with their Delivery Programs twice a year. Waverley Council has been undertaking progress reporting since 2010. Every four years Councils are required to report on how effective their Delivery Program and their partnerships with others have been in making an actual difference to their community's quality of life as envisioned in the Community Strategic Plan.

In this process, elected councils can report to their communities on the effectiveness of their strategies and those of their partners and make recommendations for development of future plans to maximise the community's chances of meeting their targets over the longer term, realising their vision and achieving quadruple bottom line sustainability.

This report displays the progress made by the Waverley community towards achievement of community vision and strategies in Waverley Together 3 during the Council term 2012-2017.

## END OF TERM REPORT 2012-2017

The structure for this report is driven by a combination of success stories which details key achievements against the Community Strategic Plan Waverley Together 3 for the period 2012-2017, Community Survey 2016, and Audited financial statements for the period 2012-2016.

The Community Survey 2016, measured community satisfaction towards community services and facilities that are part of the Community Vision. Council engaged Micromex Research to conduct the community survey in 2016.

The research objective included:

- measuring satisfaction with Council's overall performance
- measuring indicators identified in the End of Term reporting 2012
- assessing importance and satisfaction with Council provided services and facilities. These are linked to community vision elements
- deriving relative importance of Council provided services and facilities

532 resident interviews were completed as part of the community survey. Residents were selected through random selection and number harvesting processes. A sample size of 532 residents provides a maximum sampling error of plus or minus 4.3% at 95% confidence.









# Section 01.

## QUALITATIVE REVIEW OF PERFORMANCE

Council undertakes its planning based on the Quadruple bottom-line(QBL) framework. Waverley Together 3 is structured around four quadrants which are Sustainable Community, Sustainable Living, Sustainable Environment and Sustainable Governance. This section details out the significant achievements for the period 2012-2017 for each of these quadrants





# SUSTAINABLE COMMUNITY

## OUR COMMUNITY

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Total Population: **66,812**

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Male Population: **48.6%**

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Female Population: **51.4%**

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Aboriginal and Torres Islander people: **270 people**

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Average people per household: **2.4**

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Median Age: **35 years**

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Families: **15,555**

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Average children per family for families with children: **1.8**

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Children aged 0 - 14 years made up **16.0%** of the population and people aged 65 years and over made up **12.7%** of the population.

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**31.9%** of people were attending an educational institution. Of these, **20.4%** were in primary school, **13.4%** in secondary school and **21.5%** in a tertiary or technical institution.

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**68.8%** of people only spoke English at home. Other languages spoken at home included Russian **2.2%**, Spanish **2.1%**, Portuguese **1.9%**, French **1.8%** and Italian **1.7%**.

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# TERM IN REVIEW

- 84% of Early Education Service users were satisfied with the service
- 88% of users were satisfied with facilities and services for old people
- 89% of users were satisfied with facilities and services for people with disabilities
- 96% of the respondents feel safe during the day
- 94% of the respondents feel safe at Waverley beaches
- 90% of the respondents feel their neighbourhood is a good place to live
- 82% of the respondents feel safe using public facilities
- 82% of the respondents feel safe during the night
- 81% of the respondents feel water is clean at Waverley beaches
- 80% of the respondents feel there is urban vitality and a good lifestyle quality in Waverley

Community Survey 2016



## BRONTE HOUSE CONSERVATION AND NEW TENANTS

In 2014/15, Council completed the \$1 million conservation project and developed the conservation management plan for Bronte House. Bronte House conservation was the winner of a Heritage Conservation Award in 2015. The works undertaken included replacement of the slate roof, repair of the northern bay window and fixed the tessellated tile veranda.

In 2015, Council undertook an expression of interest process to find new tenants for Bronte House. Wes and Anna Van der Gardner were the successful applicants with the lease commencing in November 2015 for a period of five years. The Van der Gardners have decorated the house and continue to help in the garden. In March 2017 Council appointed Pepo Botanic Design as the new gardening contractors.

Wes and Anna have been very supportive of allowing public access to Bronte House through a series of Open Days and since the lease began various successful events were held including events held in collaboration with the National Heritage Trust. Events include the Garden Awards, St Catherine's School Year 3 Geography and History walk, Historic Houses walk, Spring Fair and the National Trust open day. One of the many highlights was in April 2017, Ellen and Warren Cooke who were married at Bronte House 50 years ago returned to Bronte house to mark their 50th Wedding Anniversary.

## NEW UNITS FOR AFFORDABLE HOUSING

Council runs an affordable housing program for local residents working and earning a low to moderate income. This program provides quality housing for three years at reduced rents for people of all ages and walks of life. In 2016/17, Council had a total of 29 units in its affordable housing portfolio, complemented by 54 social housing units that provide affordable housing for older people on low incomes.

In 2015/16, Council re-invested reserves from its affordable housing program to purchase a block of four, two-bedroom units in partnership with Bridge Housing Ltd. The new building will expand Council's stock of units that are suitable for housing families. It is ideally located in a pleasant residential street, with good access to transport, shops, schools and playgrounds.



## COMMUNITY SERVICES IN FOCUS

The Waverley Community and Seniors Centre (the Centre) runs a range of programs to keep older people healthy, fit, active and socially connected. These activities include:

- mind and fitness program including yoga, pilates, line dancing and gentle exercises
- wellness centre which includes podiatry services
- social and educational program such as bus outings, art and craft, language classes and ‘get togethers’ for various social and cultural groups

Council undertook initiatives to retain and strengthen service provision for active and frail aged seniors at the Centre. An operational review ensured the service was aligned with the requirements of the new Commonwealth Home Support Program. In 2016, the Centre successfully met the requirements of an independent, quality review and a regional referral pathway for clients was developed with local services.

Multiple options were developed to maintain a financially sustainable and high-quality service for older people. Council was able to retain funding until 2020 from the Commonwealth Home Support Program (CHSP), which is an entry level home help program funded by the Federal Government. Council strengthened governance arrangements to continue its partnership with the Waverley Community and Seniors Association and signed a Memorandum of Understanding to clarify respective functions and responsibilities and a new vision

for the operations of the Centre.

During the reporting period 2012-17, Council secured grants totalling \$4.79 million to support the continued provision of community services. The funds received are allocated to a range of services including affordable housing, aged care services, development and management of high-quality early education centres, disability support services, social, cultural and recreational programs, and to offer engaging and stimulating events.

Substantial changes are underway in how services are provided to older people and people living with a disability. The introduction and roll out of the National Disability Insurance Scheme with person centred or consumer-directed care is resulting in major funding reform. Council reviewed its services that will be affected by these changes. Council’s Waverley Community Living Program (WCLP) supports the needs of people with intellectual disability. The service met a series of important milestones to become registered under the National Disability Insurance Scheme (NDIS). In August 2016, Third Party Verification was achieved for this Program. This is a comprehensive quality assurance process against the NSW disability services standards.

As part of the review process, and in response to declining client numbers, Council’s Meals on Wheels (MoW) service closed in June 2015 after successfully transitioning all of its clients to three community-based local providers. Many of our volunteers have continued their support to residents by joining other service providers. Council is currently

developing alternate options, and a new business model to operate financially sustainable services that continue to provide high quality services for older people and people with a disability.

## MILL HILL CENTRE UPGRADE AND WELCOME STRATEGY

In 2015/16, the Mill Hill Centre was upgraded to become an even more distinctive, welcoming and accessible community hub, which is used for a range of community and cultural events. This project was developed as a result of a visioning exercise held in 2015 which helped to integrate client and staff feedback. The ground office and meeting room layout were improved to support social interactions and create a friendly, safe and accessible environment for our seniors.

This project aimed at improving the centre’s street presence and visibility, and enhancing Council’s customer-focused information and referral services on the ground floor. Council worked in partnership with several internal and external supporters, particularly the Waverley Community and Seniors Association. The Association provided substantial input on a range of options. On 7 June 2016, Council held a ribbon-cutting ceremony to celebrate the success of the upgrade. Council continues to receive extremely positive feedback from our community about how attractive, inviting and functional the space has become. Stage 2 of the project will see efforts to enhance the connection between indoor and outdoor activities by improving courtyard appeal and attractiveness.



Palmerston Avenue Community Project

## MILL HILL EARLY EDUCATION CENTRE OPENED

In October 2012, Mill Hill Early Education Centre in Bondi Junction opened. This purpose-built centre offers affordable child care to working families in the heart of Bondi Junction. With the assistance of \$1.65 million federal funding from the Department of Education, Employment and Workplace Relations (DEEWR), Council was able to make the centre a reality.

The facility offers 52 long day care places, including up to sixteen places for 0-2 year olds. Meeting rooms and a flexible office space also provide a one-stop-shop for children and family support services. The centre was designed with a number of 'green' features to improve its environmental performance including solar panels and water harvesting. The outdoor play space is beautifully landscaped and includes a kitchen garden with plenty of room for children to explore and discover in a safe environment. The centre is the fourth long day care centre run by Waverley Council joining a family day care service and a child

care support unit.

## PALMERSTON AVENUE COMMUNITY PROJECT

This project was initiated by the Bronte Precinct Committee in 2015/16 and was a collaboration between Bronte residents, local artists, corporate volunteers and Waverley Council. The result was the creation of a 75-metre concrete retaining wall artwork of grand proportions. The retaining wall of Bronte Public School was transformed through this community-led neighbourhood improvement project. Over three weekends, 60 volunteers contributed their time and painting skills to the creation of a whale mural described by locals as 'evocative of the sea, in keeping with the location.' This was the second stage of a two-year project, which included a street garden planted and maintained by residents. The whale centrepiece incorporates a mosaic and resin eye feature. The 'colour by numbers' design was adopted by artists Caroline Kite and Sophie Scott who were "extremely touched by the support and enthusiasm shown

by all volunteers". The mural was completed by more than 20 corporate volunteers from *Genb* and *Telecommunications* who cleaned and primed the entire wall. *TeraNova* of Charing Cross supplied tiles for the mural's mosaic. This project, based on consultative community feedback, is an example of what can be achieved through residents getting involved in Council's Local Connections Program (which supports small neighbourhood improvement projects).

## RECONCILIATION ACTION PLAN AND INITIATIVES

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

In 2016/17, the RAP targets continued to be actioned.





Sydney Jewish Writers' Festival

In May 2017, more than 250 members of the community celebrated the winners of the Pauline McLeod Awards for Reconciliation at Bondi Pavilion. The awards are a significant event that gives our community an opportunity to acknowledge and celebrate the achievements big and small of local people and organisations through their commitment to Reconciliation. The awards are hosted annually by the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF). ERLGATSIF is a partnership between the councils of Bayside, City of Sydney, Inner West, Randwick, Waverley and Woollahra. This year, more than 90 entries were received from primary schools across the six councils for the art competition, two high school short films and four community awards. Waverley Council hosted the awards night and exhibited the finalists from the 16 primary schools, and the high school short film competition, at Bondi Pavilion Gallery until June 2017. During exhibition more than

1,285 people visited Bondi Pavilion Gallery to view the work.

We also progressed the feasibility of broadening Council's Reconciliation Action Plan and Cultural Diversity Policy and Action Plan into a regional framework of commitment, with continued participation in ERLGATSIF. In 2017, the 'Boondi Boondi' event was held on behalf of ERLGATSIF at Bondi Beach to acknowledge the 50th anniversary of the referendum and 25 years since the Mabo decision.

### SYDNEY JEWISH WRITERS' FESTIVAL

The annual Sydney Jewish Writers' Festival is a unique opportunity for people to engage with the wealth and diversity of contemporary Jewish writing and to celebrate their important cultural heritage. In August 2015, the Sydney Jewish Writers' Festival was for the first time presented at the Waverley Library which was followed up again in 2016.

The festival has featured new and established writers who shared

extraordinary stories and thought leadership with an enthusiastic audience. In 2015 the festival featured 33 presenters, including the creator of *Homeland*, Emmy award-winning writer/director, Gideon Raff, in addition to a number of opportunities focused on children. In 2016 the festival grew to include 800 participants.

### WAVERLEY'S JEWISH STORYTELLING PROJECT WINS EXCELLENCE AWARD

In 2015, Council was awarded the NSW Public Libraries Association's Multicultural Excellence Award for the Jewish storytelling project – *Eat, Pray, Naches: Jewish Community Stories*. The biannual award recognises a public library for demonstrating excellence in the delivery of multicultural services. *Eat, Pray, Naches* showcases the stories of Waverley's post-war Jewish migrants and celebrates the contributions of these individuals and their families to the area as



Waverley Library

explored through the themes of food, faith and family. More than 100 stories were documented including video interviews, photos and written text. More than 17 per cent of Waverley's population identify as Jewish, making Waverley Council home to the second largest Jewish community in the country. The Eat, Pray, Naches project consists of a website [epn.org.au](http://epn.org.au) and a travelling exhibition which has been on display in Waverley, City of Sydney, Strathfield and Randwick. The project was supported through funding from the Australian Government's Community Heritage and Icons Grants Program.

### MY AMAZING LIBRARY WAVERLEY LIBRARY STRATEGIC PLAN 2014-2017

In 2014, Council adopted the My Amazing Library Strategic Plan to enrich the Waverley community through creative, future-focused library services, supporting lifelong learning and strong community connections. Over the past three years multiple outcomes were achieved across the five key strategic priorities outlined in the plan including:

- **Cultural Connections** – An outreach plan for moving the library service beyond the library walls was developed and included the establishment of four street libraries and a Pop-up Library Program where the library visited many sites across Waverley including Bondi Beach and Oxford St Mall. This showcased the range of interesting services offered by a modern library. Waverley Council was successful in obtaining grant funding for a regional project along with Randwick City Council and Woollahra Municipal Council to purchase a custom built library outreach van.
- **Spaces** – Upgraded the audio visual equipment in the Technology Training Room and the Children's Activity Room. Plans are underway to replace the tables and chairs in the library study rooms with flexible furniture options that will allow the rooms to be used as multipurpose spaces.
- **Technology** – New, user friendly self-loan stations and kiosks were installed that allow library patrons to manage their own printing requirements, book computers and study rooms and allow for payment via eftpos. Digital signage was placed throughout the library to effectively promote library services and upcoming events and a refresh of the online public access catalogue has delivered a modern interface for searching the collection.
- **Collections** – A Graphic Novel Expo showcased a large selection of junior and young adult novels and comics, and members of our community were engaged to choose titles for the Library to purchase. A Significance Assessment of the Local History Collection was completed, and items of National Significance, oral histories and Council rate books from the Local Studies collection were digitised allowing for better public access and ensuring their longevity. This digitisation project includes 170 hours of audio and 15 hours of video.
- **Learning Culture** – Library Staff were engaged in professional development and training to ensure a high standard of customer service is delivered at all times. Staff attended Train-the-Trainer sessions, wrote articles for Library Journals and are delivering conference papers. A new book to be published by the American Library Association called *50 Makerspace Projects for Libraries* will feature a chapter on Waverley Library's Sketchflash program. Participants in this program attend a weekly drawing session, with sketchbooks digitised for the general public to enjoy online.

### SIGNIFICANT TECHNOLOGY UPGRADES AT THE LIBRARY

In 2016/17, there were significant technological updates and projects amounting to \$154,000 to enhance user experience at the Library. They included:

- installation of five new, user friendly self-loan stations
- purchase of kiosks that allow library patrons to manage their own printing requirements, book computers and study rooms, and allow for payment via eftpos
- three digital screens were installed throughout the Library



to effectively promote library services and upcoming events

- a refresh of the Library's online public access catalogue in a modern and aesthetically pleasing format
- introduction of analytics software allowing the library to collect statistics on visitors to the library and Wi-Fi usage which helps usage planning.

Additionally, an upgrade to the audio visual equipment in the Children's Activity Room was made possible by a generous donation from Friends of Waverley Library. The upgrade included a large automated screen, roof-mounted projector, surround sound speakers and childproof controls in a locked glass box that enables delivery of more streamlined and interactive programs.

The new AV equipment allows the Library to support children's programming with high-quality technology and Council would like to thank the Friends for the hard work put into fundraising to make this possible.

## SMOKE-FREE TRIAL IN BONDI JUNCTION

Council launched a six-month smoke-free trial in parts of Bondi Junction to help further protect the community from passive smoking, and improve public amenity. The trial started on 1 February 2016 and applied to Oxford Street Mall including Rowe Street, Spring Street and the adjoining sections of Newland Street and Bronte Road. The trial ran from 7am–9pm daily. The areas chosen for the trial carry high volumes of pedestrian traffic, have open spaces, contained business premises, and include an entrance to the train and bus hub. In 2015, Council undertook

community consultation with more than 370 Bondi Junction business owners regarding the trial. Of the businesses that undertook the survey, 66 per cent rated the initiative to make the Bondi Junction CBD smoke-free as good or great. The trial was backed up by promotional banners, stickers, signs and face-to-face awareness campaigning.

In 2017, following the success of the trial at Oxford Street Mall, smoke free areas were introduced in Bondi Beach – at both sides of Hall Street between Campbell Parade and Glenayr Avenue. Council set up an information stall on the corner of Hall Street and Campbell Parade in March 2017 to raise awareness about the program and respond to enquiries from members of the public and businesses. Signage was also rolled out throughout March. Council Rangers are continuing to work with the community to implement the campaign. A review of this approach will be conducted by Council in 12 months.

## BIDDIGAL RESERVE PROGRAMS ADDRESSING ANTI-SOCIAL BEHAVIOUR

In 2013/14, Council received complaints from the Waverley Local Area Command and residents about frequent noise arising from regular mass gatherings at Biddigal Reserve in North Bondi, and drinking of alcohol in an Alcohol Prohibited Area. In addition, Council staff have reported having to clean up massive amounts of rubbish after these gatherings have taken place.

As a result of complaints, Council undertook the following initiatives:

- replaced outdated signs and installed new signs that inform the public about prohibited

behaviours at the reserve

- increased resources and enforced a zero tolerance policy of alcohol consumption at the reserve in cooperation with the Waverley Local Area Command
- conducted an education campaign to further inform residents and visitors to Bondi Beach about non-tolerated behaviours at the Reserve. This is an ongoing program.

## DOG OFF LEASH AREAS

Council has several designated areas for on-leash and off-leash dog walking. Currently, there are eight off-leash parks in the Waverley Council area, with the additional area at Queens Park being managed by Centennial Parklands.

Council adopted five dog off leash areas after a trial period in 2014/15 to increase the number of off-leash parks to eight. The trial period involved community consultation and monitoring to ensure that these areas meet user expectations. The areas that were trialled and adopted in 2014/15 include:



Waverley Park Oval 2



Bocce Court

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

Clear signage and dog litter bag dispensers are available at all off-leash parks, while Rangers work with the community to promote responsible dog ownership.

### SYNTHETIC TURF FIELD

Waverley Park Oval 2 was upgraded to a synthetic turf field in May 2016. This upgrade meets the high sporting demand for access to a full-size field. Previously, the natural grass field was closed for approximately six months each year for maintenance. This will no longer be required, leading to a major increase in time available for sporting club training and matches. The new field also caters for an increased range of sport including football, soccer, rugby union, rugby league and school sport.

### BOCCE COURT

The new bocce court is located in the south-western corner of

Waverley Park, in front of the amenities building. Construction work wrapped up in July 2015 and involved:

- laying a gravel bocce court surface with concrete edging
- installing two new seats, two new benches and a picnic table setting
- planting 10 new trees to frame the courts.

### WAVERLEY MULTI-PURPOSE COURTS

The Waverley Park Plan of Management was adopted in 2012. During the consultation phase, the community expressed demand for more sporting facilities in the Waverley area. The existing multi-purpose courts, located at the south west corner of Waverley Park, were upgraded to accommodate netball, basketball and tennis, for social and competitive sports, coaching and skill development for the community. A new set of stairs was installed which provides access from St Mary's Avenue Car Park.



Waverley multi-purpose courts

### CAR PARK UPGRADE WORKS

In November 2016, Council began major upgrades to its Hollywood, Library and Eastgate Car Parks for \$1.64 million. The upgrades are designed to improve safety for drivers and pedestrians, and better meet the needs of the car park patrons. The Hollywood and Library car park upgrades were completed in early 2017 with Eastgate works continuing into the later part of 2017.

Major improvements include:

- installation of Parking Guidance Systems (red and green lights indicating if spaces are occupied or vacant)
- lighting upgrades
- painting of interior walls, ceilings and walkways
- installation of static speed and safety signs
- repainting of line markings
- lighting upgrades to energy efficient LED lights which use less electricity and lower maintenance costs due to longer life spans. Eastgate and Hollywood car parks also had sensor enabled lighting installed



to decrease usage when areas have had no activity for certain periods.

In addition to the interior works, new aluminium light boxes with LED displays are being installed at the entry to each Car Park informing motorists of the number available spaces. There is a significant improvement in the appearance and presentation of the Car Parks with positive feedback being received from Car Park users.

## BONDI PARK, BEACH AND PAVILION PLAN OF MANAGEMENT

In 2012/2013, the first stage of developing the Bondi Park, Beach and Pavilion Plan of Management included consultation with the community about their vision for the sites, as well as site analysis and studies. The consultation was very positive with over 1,000 submissions received over a three month period.

In 2014/15, Council received a \$1 million grant from the Department of the Environment under Protecting National Historic Sites funding, and we completed the final adoption of Bondi Park, Beach and Pavilion Plan of Management. Architects were appointed for the Bondi Pavilion Upgrade and Conservation Project, and the South Bondi toilet upgrade was completed.

As the first stage of implementing the Bondi Park, Beach and Pavilion Plan of Management developed in 2014, the landscape to the south of the Pavilion was upgraded in 2015/16. This included new paths, trees, seating, lighting, and new picnic shelters. The objective of these works is to improve access through the park, provision of shade and shelter, and respite space for park and beach users. The project includes upgrade

of five shelters and planting of more than 100 trees. The main pedestrian path which provides access from Campbell Parade to the pavilion was re-configured at a compliant accessible grade to ensure easier access for all users of the park, beach and Pavilion. New seating on Campbell Parade provides an opportunity for people to stop and relax while enjoying the view. In addition, the existing tunnels under Queen Elizabeth Drive were remediated.

Design work was completed for a further two shelters, landscaping north of the Pavilion, and asset renewal upgrades to the skate park. These works will commence construction in August 2017.

In April 2016, Council engaged the community on the skate park in planning for the future. 420 people provided feedback. A Masterplan showcasing the potential for a world class skate facility was completed.

Subsequent stages of works will include the upgrade of Biddigal Reserve, further improvements to the North Bondi Amenities, and beach access for the beach wheelchair program.

The Bondi Pavilion Upgrade and Conservation Project saw a concept design released for community consultation in December 2015. In 2016, Council conducted two significant consultations with the community:

- December 2015–March 2016 consultation on the original December 2015 Bondi Pavilion concept design
- August–September 2016 consultation on a revised concept design

This feedback from the community informed changes to the design throughout 2016, including the decision to amend the design and

proceed with Stage 1 works in November 2016. The community feedback will also inform future decisions in 2018 about Stage 2 works. In 2016/17, Waverley Council submitted the Development Application (DA) for Stage 1 of the Bondi Pavilion Upgrade and Conservation Project. Stage 1 will focus on some critical needs of the building in and adjacent to the ground floor northern courtyard. The plan will restore the heritage of the Pavilion, whilst retaining the site as a community and cultural centre, with the aim of achieving 5 Green Star environmental rating.

The designs ensure:

- a new gallery/exhibition/museum space
- music studio facilities (for recording and rehearsing) remain at the Pavilion
- an expanded pottery studio at the Pavilion with the addition of a new kiln and air-conditioning
- a new amenities block, which more than doubles the women's toilets, with a main entry from within the Pavilion.

The designs also include new landscaped courtyards, the pedestrianisation of the current Council car park on the Campbell Parade side of the Pavilion, and space for events and festivals.

As part of heritage works, the roof will be replaced and strengthened, the external façade will be painted and repaired, and the original 1929 symmetry of the beach facing façade will be restored.

Stage 1 of the works will increase the amount of community space (compared to the current setup), and reduce the overall amount of commercially leased space.

The DA will be determined by the Sydney Central Planning Panel which is independent of Council.



# SUSTAINABLE LIVING

## SUSTAINABLE LIVING

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Gross Regional Product: **\$4.36 billion**

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**21,513 jobs**

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**86,500 passengers** catching bus or train at Bondi Junction

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More than **10 million** domestic and international visitors to Bondi Beach annually.

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Median weekly household income: **\$2,308**

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Median monthly mortgage repayments: **\$3,000**

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Median Weekly rent: **\$622**

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Average motor vehicles per dwelling: **1.3**

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The median weekly personal income for people aged 15 years and over in Waverley (A) (Local Government Areas) was **\$1,151**

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All private dwellings: **31,496**

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**88.6%** of private dwellings were occupied and **11.4%** were unoccupied at the time of Census 2016.

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Of the occupied private dwellings **14.8%** had 1 bedroom, **41.4%** had 2 bedrooms and **23.0%** had 3 bedrooms. The average number of bedrooms per occupied private dwelling was **2.4**. The average household size was **2.4 people**.

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Of occupied private dwellings in Waverley (A) (Local Government Areas), **25.0%** were owned outright, **23.9%** were owned with a mortgage and **47.4%** were rented.

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# TERM IN REVIEW

## WAVERLEY'S PEOPLE, MOVEMENT AND PLACES PLAN

Waverley Together 3, the Community Strategic Plan, and the Environmental Action Plan, sets out our aspirations, strategies and targets for achieving a better environment, community and economy. These include a commitment to making the streetscapes more liveable, sustainable and equitable for everyone in the community. To progress this further, Council commissioned a series of studies in 2015/16. An outcome of this was the *Waverley's People, Movement and Places: where we go and how we get there* plan, which was open for public comment in May and June 2017. This plan lays out a transport vision to make our streets easier for people to move around and get to where they want to go.

The draft plan prioritises pedestrians first, followed by riding bicycles, and using public transport. It provides recommendations to Council to improve the full range of transport options for the community. It proposes 12 Signature Projects as well as 126 short, medium and long term actions that Council can undertake between now and 2030, in partnership with the community and the state government.

Proposed actions include major improvements such as overhauling the Bondi Junction Interchange; priority bus routes along Bondi Road, Bronte Road and Old South Head Road; shared e-bikes; cycling super-highways; and improvements to car parking along Bondi Beach. It also includes smaller actions, such as safe routes for walking and cycling to schools, and improved pedestrian crossings. These actions will make our streets safer and more attractive for everyone.

## BONDI ROAD CORRIDOR TRANSPORT STRATEGY

In 2016/17, Council commissioned Parsons Brinckerhoff for the preparation of the Bondi Road Corridor Transport Strategy to identify options and make recommendations on public transport between Bondi Beach and Bondi Junction. The report published in March 2017, identified a wide range of public transport options.

It recommended a staged implementation plan which responds to levels of demand supported by changes to land use over time in the following order of implementation:

- rapid route bus corridor – incorporating bus priority improvements, such as jump starts at traffic signals, bus priority lanes and bus stop consolidation; and a major upgrade to the Bondi Junction



Interchange to improve bus operations, pedestrian access and safety.

- new corridor land use vision.
- Bus Rapid Transit (BRT) or Light Rail (LRT) dedicated lane where possible.

## CENTRAL DISTRICT PLAN AND 'A PLAN FOR GROWING SYDNEY' SUBMISSION

The Greater Sydney Commission's District Plans outline how the State Government will make decisions on a range of services and facilities to meet the needs of communities across Greater Sydney. *The Central District Plan* (CDP) is the State Government's strategic vision and priorities for the Central District, of which Waverley Council is a part of, which is set in a framework contained in *A Plan for Growing Sydney*.

The CDP contains three overarching priorities: Productivity, Liveability, and Sustainability. Under each there are a number of actions. Importantly, the CDP includes the following targets for Waverley:

- housing target to 2021 – 1,250 dwellings
- jobs target to 2036 for Bondi Junction 17,000-20,500 jobs
- affordable housing target: 5–10 per cent of uplift sought through a rezoning.

The draft District Plan was on public exhibition until the end of March 2017.

The finalisation of the draft *Central District Plan* and review of *A Plan for Growing Sydney* represents a significant milestone



*Bondi Junction: Heartbeat of the East*

in planning for Sydney's future. Council actively participates in technical working groups held by the Greater Sydney Commission to finalise and review the plans and strategic framework. We continue to advocate for critical policy matters that will have direct community benefit. Our submission on the CDP addresses issues of strategic importance to Waverley and also Metropolitan Sydney which include protection of the B3 Commercial Core zone, substantiating the rationale behind the proposed affordable housing target, and seeking a policy position on value capture.

## VOLUNTEER PLANNING AGREEMENT PROGRAM

Council adopted the Planning Agreement Policy in October 2014. During 2014–2017, \$9,454,209 worth of contributions were negotiated as part of the Volunteer Planning Agreement program. In 2016/17, approximately \$4.7 million was generated towards public works through this program. Planning agreement contributions were used for our Complete Street

public domain upgrades in Bondi Junction (including Waverley Street Mall), upgrade of the 'Seven Ways' at Glenayr Avenue and Blair Street, the upgrade of Thomas Hogan Reserve, and many other capital works. Council is currently testing a process for planning agreements to be applied alongside planning proposals (as informed by draft Planning Agreement Policy 2014 Amendment 1). Council is also currently reviewing process improvements for future planning agreements and continue to liaise with other councils and State Government to ensure best practice.

## NEW DESIGN EXCELLENCE PANEL

In 2016/17, the new Design Excellence Panel was established replacing the State Environmental Planning Policy (SEPP) 65 Design Review Panel. The panel will continue to provide design advice for Randwick and Waverley Councils. The new panel focusses on providing consultancy on forthcoming development projects with a view to promoting



exemplary architecture and an enhanced urban city environment. It is expected that the panel will be able to provide guidance on larger scale private and public projects compared to the previous panel.

## HERITAGE AWARD FOR INTER-WAR FACT SHEETS

In 2016/17, Council was the proud recipient of a Publications Award at the National Trust Heritage Awards. The award was won in collaboration with Weir Phillips Architects for a series of Inter-War Fact Sheets.

The Fact Sheets cover a range of topics guiding the ongoing management and care of Inter-War Residential Flat Buildings. The publication was distributed to the community at a series of Heritage Festival events this year including an Inter-War themed precinct meeting with residents of Bondi Beach. The project was a recommendation from the Inter-War Study completed in 2015 and aims to retain and restore the historical residential flat buildings found in the Waverley area.

## CONSERVATION MANAGEMENT PLAN FOR BONDI BEACH CULTURAL LANDSCAPE

In December 2016, a draft *Bondi Beach Cultural Landscape Conservation Management Plan* (Bondi Beach CMP) was prepared for the Bondi Beach area outlining policies for the ongoing and future care and management of the heritage site. The plan recommendations are based on thorough documentary and physical research, and will provide guidance in relation to changes to the fabric, uses and development.



Bondi Beach

The Bondi Beach area has heritage significance at the National, State and local levels. The draft *Bondi Beach CMP*, prepared by Jean Rice Architects, covers issues relating to the context of Bondi Beach, and is currently being reviewed by the Office of Environment and Heritage for preliminary comments. This will be the first Conservation Management Plan to cover the whole Bondi Beach area.

## CAMPBELL PARADE DESIGN REVIEW AND STREETScape UPGRADE

In 2015/16, Council undertook a design review of Campbell Parade to:

- enhance the quality and appeal of this important gateway to Bondi
- strengthen the connection between town and beach
- improve the experience for all users.

The review included pedestrian amenity, public and private seating, and landscaping on both sides of Campbell Parade. The review makes a range of high-level conceptual recommendations to improve the streetscape and seating arrangements, which are intended to guide the detailed design and implementation of capital works on Campbell Parade, as well as footpath seating policy matters.

Following community engagement and feedback in 2016, Council adopted the Campbell Parade Streetscape Upgrade as the vision and conceptual design to guide detailed design and construction of future streetscape works. As a part of the upgrade works, a pilot footpath seating shade structure was designed in collaboration with Pacific Bondi and the trial will be implemented later this year. The Pilot Project will provide an interactive and meaningful way to present the design recommendations and generate feedback from the community, businesses and visitors on the proposed structures.

## WAVERLEY BUSINESS FORUMS

The Waverley Business Forum was launched on 26 June 2013. The forum enables Council, the Bondi Chamber of Commerce, and local businesses to work together to ensure the economic development of Waverley and viability of all its businesses. The forum also provides opportunities for our business community to share information a strategic level, and provides invaluable networking opportunities.

In 2016/17, four events were held:

- in April 2016, Allen Linz and Eduard Litvar the developers of Pacific Bondi shared their insights into the vision behind the Pacific Bondi Beach development from inception to completion
- in November 2016, Gilbert Rochecoste and Richard Roberts discussed opportunities for implementing a number of night-time activations featured in Council's Evening Culture and Entertainment Strategy
- in March 2017, Richard Chew, founder of Elixir Health Clubs, shared his insight on the health industry and where the industry is headed
- in June 2017, Peter Zaidan, Jane Turner and Darren Robertson shared how they have maintained success in one of Sydney's most competitive food destinations.

## URBAN POP UPS

The Urban Interventions project demonstrates leadership by building 'real projects' to provide a physical platform for our community and stakeholders to experience and test the principles of strategic changes for the future. These projects aim to challenge public perception by trialling temporary, fast-paced, small projects and uses the outcomes to inform future urban planning strategies and practices. They enable us to introduce art and design into the streetscape, and promote public participation in the Waverley area. Our series of Urban Interventions included spaces for parklets, interactive public art installations, anti-graffiti murals, wayfinding signage, and active play spaces.

In 2016/17, the following Urban Interventions were completed:

- three Creative Streets Grants were provided to community groups who demonstrated their ideas on ways to creatively improve public spaces in Waverley.

- the Little Libraries Program was initiated. Waverley now has four little free libraries installed in public spaces throughout the local government area.
- Alice McAuliffe's colourful and engaging Concrete Carpet was installed on Campbell Parade. The artwork opening coincided with a Bike Week event, promoting active and sustainable transport. Alice also painted one of Waverley's little free libraries which can be found next to the artwork.
- maintenance and movement of Waverley's two roaming parklets. Businesses and the community are loving the two Waverley parklets and have given Council feedback about the positive impacts the installation have on businesses and street activity. They will both be on the move again soon.



*Waverley Business Forums*



## WEST OXFORD STREET PRECINCT PLAN

An ideas-driven investigation project, the West Oxford Street Precinct Plan focuses on the western end of Oxford Street, Bondi Junction. This project forms part of a broader strategic approach to planning in Bondi Junction, which the State government has identified as one of the key sub-regional centres across Sydney.

In 2015/16, Council resolved to further investigate a number of the ideas that were generated by this project including: considerations of changes to the road network in the area to improve the function of the intersection of York Road, Oxford Street and Syd Einfeld Drive; and a possible roundabout on Grafton Street to improve access to Syd Einfeld Drive.

## 3D MODELLING TECHNOLOGY – UPGRADE OF TERRAIN AND BUILDING REPRESENTATIVES

In 2015/16, a 3D interactive digital model of Bondi Junction was developed to aid assessment of development applications. By inserting proposed developments into the model, we were able to visualise the impacts on the streetscape and adjoining properties. The software allows Council to conceptualise proposed development controls for specific sites and assess the likely impacts of the proposal on the urban context. Benefits of this technology include:

- faster and improved quality of development assessments including accurate shadow comparison, view analysis and visual impact studies
- greater transparency of proposed developments by allowing multiple stakeholders to clearly visualise proposed developments and the true impacts on surrounding properties.

## BONDI JUNCTION: HEARTBEAT OF THE EAST

Heartbeat of the East is an initiative designed to inform and engage the community on all projects planned for Bondi Junction until 2030. Our focus is on outcomes and benefits to the community experience as a result of these projects. The name 'Heartbeat of the East', was proposed by our community as part of a naming competition to describe Bondi Junction 2030.

Council undertook an extensive consultation program to determine community dreams and aspirations for Bondi Junction to assist in developing a vision. During the consultation, more than 700 contributions were received across a number of engagement activities including focus groups, surveys, Precinct meetings and online platforms. The vision was then adopted by the Council in May 2015.

To synthesise the vision and encourage community engagement, a visual identity was developed. The identity focuses on three key outcomes – Sustainability, Improved Transport and Great Places and when put together in a logo, forms a heart. The relevant pages on Council's website were rebadged with this identity, enabling the community easy access and understanding of the projects.

All project signage, advertising and other promotional material is designed in this visual identity to raise awareness of the Heartbeat of the East brand and the projects that fall within it.



Oxford Street

## FLOOR SPACE AND EMPLOYMENT STUDY

In 2015/16, Council undertook a Floor Space and Employment Survey of Bondi Junction to establish an accurate baseline of data that best conveys the picture of Bondi Junction in relation to the amount of floor space, type (residential, commercial) and the type of businesses. The baseline of information will be used (and updated over time) to provide an evidence-based approach to future policy and modelling.

This has relevance for numerous disciplines and services at Council including strategic town planning, transport planning, energy, water and waste modelling, and economic development initiatives, to name a few. The information has already been used to support the preparation of the Green Infrastructure Masterplan and continues to be tested before being rolled out across Council. Next steps considerations include 3D modelling and we are engaging local universities to maximise the richness of the data for the benefit of the organisation, and improve the ongoing updates and analysis of information.



## THE WAVERLEY ECONOMIC DEVELOPMENT STRATEGY 2015-2020

The first Economic Development Strategy for Waverley was developed in 2014/15 to cement Bondi Junction's position as the economic heart of Sydney's Eastern Suburbs, and deliver the vision of a prosperous Waverley with a vibrant, sustainable and progressive economy. This five year strategy will promote economic diversity, grow local and knowledge-intensive jobs, attract investment and retain existing business.

Future economic development initiatives will include:

- place management
- destination development
- improving competitiveness
- increasing diversity
- industry partnerships
- government partnerships
- reducing barriers
- business support.

Collaboration is at the heart of the Economic Development Strategy with emphasis on all three levels of government, as well as our community and businesses as project delivery partners. Implementation of the Waverley Economic Development Strategy commenced in the 2015/16 year with a number of initiatives fast-tracked in response to business and community needs.

Over the last 12 months, a Destination Management Plan, a Smart Cities issues paper and future strategy were prepared. We also aim to improve competitiveness for business within Waverley with the preparation of a Commercial Activity in Public Places Policy and organising 3-4 Business Forums a year in conjunction with the Bondi and Districts Chamber of Commerce to support local business.

Our Economic Development Strategy continues to be implemented with one of most interesting projects during the last 12 months being the creation of HelloBondi.com.au – the official guide to Bondi. The website, owned and managed by Council now features as the landing page on the Public Wi-Fi at Bondi Beach.





*Marks Park amenities*

## DESTINATION MANAGEMENT PLAN

Our Destination Management Plan is intended to assist Waverley in providing a stronger, more sustainable visitor economy, and to support the growth of visitor activity, as well as recognising the needs of residents moving forward. The draft plan is currently prepared and this will be completed by the end of 2017. This plan is of great importance for Waverley's economy to support the visitor economy. It will strategically investigate how tourism can support new opportunities across the economy for investment, job creation, cultural and lifestyle outcomes for the local community. It also has the potential to recommend income sources to manage and maintain key cultural and natural heritage assets of the destination.

## WAVERLEY DEVELOPMENT ASSESSMENT PANEL

At its meeting of 18 June 2013, Council formally adopted the new Waverley Development

Assessment Panel and dissolved the former Development Control Committee (DCC) and the Independent Hearing & Assessment Panel (IHAP). The Panel replaced the former DCC and the IHAP, which has helped streamline the planning process.

The Waverley Development Assessment Panel determines significant DAs in the Waverley LGA. This includes Development Applications (DAs) where there are numerous objections, a conflict of interest or the development has a construction cost of \$3 million or more. The Panel is made up of a pool of planning experts, independent of Council, who meet monthly. It also means that Councillors are no longer involved in the decision-making process for determining those DAs.

This allows them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. The Waverley Development Assessment Panel is delegated by Council to exercise these functions.

## MARKS PARK AND NORTH BONDI AMENITIES

Council completed major upgrades of two coastal amenities buildings to better meet the needs of residents and visitors as well as aesthetically improved amenities buildings. The Marks Park Amenities building was awarded with an Architect Institute of Australia award in 2016. North Bondi Amenities upgrade increased the capacity of the existing facilities with more toilets, new outdoor wash basins and showers. The design also integrated the existing Bus Stop Shelter facing Campbell Parade into the design. A fully landscaped green roof is part of this building. The Marks Park Amenities upgrade included a redesign and refurbishment of the existing toilets, with an extension to the existing front awning to provide increased undercover space, with outdoor basins and benches at the front of the amenities. The design also included improvements to the external façade with a timber cladding.

## PLAYGROUND REFURBISHMENTS AND UPGRADES

Over the past months, six play spaces were upgraded including Dudley Page Reserve, Murriverie Road Playground, Macpherson Park Playground, O'Donnell Street Reserve Playground, Dickson Park and Thomas Hogan Reserve. These upgrades were prioritised based on the Play Space Strategy adopted by Council in 2014. This strategy assists Council in understanding and addressing gaps in play provision across the Local Government Area.

Playground upgrade works aim to improve the play experiences offered, and to futureproof the playground for the next 15 years. This includes the refurbishment or replacement of play equipment, the introduction of more durable materials, the inclusion of natureplay, and the provision of additional amenities for parents and carers.

Each park is uniquely upgraded according to the needs of the playground and the goals of the Play Space Strategy. The Dudley Page Reserve refurbishment included the replacement of mulch with rubber softfall and concrete edging to define the play space. The existing rope net climbing structure, seesaw and swing set were refurbished and re-used and a new replacement slide installed. New bins, seats, planting with stepping stones and low garden fencing were provided to improve the amenity and provide facilities for parents and carers.

The Murriverie Road Playground refurbishment involved the installation of new gates and upgraded fencing to secure the playground, upgraded amenities

to support parents and carers, footpath and seat upgrades and the provision of a new bubbler. Garden beds were upgraded and included stepping stones to extend the play experience. We also ensuring the refurbishment complemented the local village streetscape upgrades occurring at the same time.

The Macpherson Park design was developed in consultation with the community. Works undertaken included the relocation of the playground to increase natural shade coverage, expanded grass kick around area, replacement of existing climbing and slippery dip structure, and replacement of the existing swing set with a basket swing, low fencing and planting to buffer playground users from traffic. Amenity upgrades were undertaken to support parents and carers included seats, picnic table setting and a bubbler.

O'Donnell Street Reserve, Dickson Park, and Thomas Hogan Reserve had extensive community consultation, and delivered high quality play experiences and parks for the community to enjoy. O'Donnell Street Reserve is unique with its community gardens and colourful shade structures, driven largely by the tight-knit local community. Dickson Park has retained its hallmark embankment slide with the addition of a climbing structure, basket swing, and upgraded shelter. Dickson Park also received a new informal basketball court with a basketball and netball hoop in the upper park. Thomas Hogan Reserve Playground received a complete facelift with an extensive redesign, bringing in many new elements of play, including a distinctive natureplay element.



*Macpherson Park playground*



*Macpherson Park playground*



*O'Donnell Park Playground*



## SMALL PARK UPGRADES

In 2015, Hal Lashwood Reserve, Brighton Boulevard Reserve and Francis Street Reserve were upgraded to improve amenities and accessibility. Works included path upgrades, planting of trees, and installation of street furniture. Sandstone was used for edging and retaining structures and native plants were used to reinforce the unique character of Bondi.

In 2016, upgrade works at New Street Reserve included the replacement of seating and provision of a new seating wall. New 1.5 metre wide footpaths were constructed along the street. Other works included grass levelling and replacement of dilapidated wooden bollards. The trees in the reserve were retained, and their health improved, through the provision of mulch areas around the bases.

Also completed in 2016 were upgrades to Fletcher St Reserve, 130 Hewlett Street, Fingleton Reserve, Palmerston Avenue Closure, Tower Street Reserve, Jensen Avenue Reserve. In 2017 packages including upgrades to Eastern Avenue Reserve, Scott and Arden Reserve, Murray & Belgrave Reserve, Clementson Park, St James Reserve, and Hewlett Street Closure were completed.

Works across the parks and reserve varied, with the main aims of the upgrades to improve park amenities. This mostly included installation of new seats and benches, drinking fountains, bollards, improving turf surfaces, and planting new garden beds.

## ST THOMAS STREET UPGRADE

In 2015/16, Council introduced angle parking, changes to signage and line marking, planting street trees, installing concrete elements such as kerb blisters, and improving pedestrian facilities in St Thomas Street. Landscaping and installation of street trees created an open and green space. The neighbourhood amenity significantly improved with the removal of long-term parking of boat trailers and creating a useable space. Key highlights of this project included improved safety for the uses of the pre-school, creation of open and green spaces, improved neighbourhood amenity, and increased tree coverage.

## BONDI JUNCTION COMPLETE STREETS

Complete Streets is part of Council's plan to enhance the vibrancy of Bondi Junction and its spaces. The design approach visualised the potential of streets beyond vehicle movement. Applying these principles to Bondi Junction has provided Council with an overall suite of projects that will improve the appearance and function of the streets and cater for improved pedestrian access and experiences.

Projects completed include an upgrade to Brisbane Street Square in 2015, comprising the removal of raised planters, to open up space visually and physically; reinstated artwork with new uplighting; and new mature feature shade trees. The square was regraded to allow better access and visual permeability and new paving to Bondi Junction standard.

In 2017 we planted nine new trees (Zelkova Serrata) along Oxford Street, between Newland and Denison Street. The works also included tree pits, garden beds and new stone kerbing.

The Bondi Junction Cycleway continue to progress though design with the concept design being developed with the support of key government stakeholders.

## CONSTRUCTION EXCELLENCE AWARD

In 2012/13, Council won the NSW Master Builders Association (MBA) Excellence in Construction Award for sporting facilities to the value of \$50million for the Margaret Whitlam Recreation Centre.

The MBA Excellence in Construction Awards are the commercial building industry's most prestigious awards, attracting entries from the state's largest commercial, industrial and civil contractors in a range of categories and price divisions. This Award highlights the high standard of facility the Margaret Whitlam Recreation Centre offers the community.

## CEMETERY LANDSLIP AND COASTAL WALK RESTORATION UPDATE

The damage from the storms of early June 2016 caused severe erosion to the cemetery gully and undermined the structural integrity of the coastal walk. As such, part of the cemetery coastal walk was diverted.

The unique location and constraints of the site have posed numerous issues on how best to approach the remediation of the gully. Council

has worked closely with engineers and designers on a solution which is supported by key stakeholders. Detailed design is now in progress to enable construction to commence in late 2017. Key elements of the design include stabilisation of the embankment with limited removal of landfill material, minimising visual impact on gully, coastal walk reinstated on similar alignment, stormwater addressed with water sensitive urban design (WSUD), shade to large offline turf space, and a place of temporary rest for coast walk users.

## CEMETERY REPAIR AND MAINTENANCE WORKS

In the past 12 months, the following works were undertaken at the Cemetery. They include:

- roadworks to the entrance driveway and seven internal roads
- repairs to internal stairways
- repaired and replaced some internal fencing
- installed a new fence on Fig Tree Lane
- restored the Waverley Cemetery picket fence (along Trafalgar Street, Bronte)
- renovated the Cemetery Gateway.

## STORM DAMAGE REMEDIATION PROJECTS AT HUNTER PARK AND BRONTE BEACH

The coastal walk in the vicinity of Hunter Park, Bronte beach, park, promenade and pool suffered significant damage from the storms in early June 2016. Council completed essential

remediation work including removing of damaged hand railing and concrete foot path, replacing damaged footpath and hand railing, installing erosion protection and planting on the embankment, and reconstructing the stairs to the rock platform in the vicinity of Hunter Park.

Bronte Beach, Park, Promenade and Pool remediation works have been completed including repairs and relining the pool, reconstructing the ramp access to the beach, rebuilding sections of the wall along the promenade and turf and planting in the park.

## BRONTE PLAN OF MANAGEMENT

In 2016/17, Council prepared the Bronte Park and Beach Plan of Management. This plan will guide the next 10 years of park management and improvement. An extensive community consultation process was undertaken to inform the development of the plan of management, and Council received 400 community submissions. These submissions, combined with expertise of consultants, formed the values and actions defined in the plan of management, including the building controls of developments within the park, how to improve universal access across the park, and how to upgrade the aged amenities. All the actions were identified and prioritised to begin delivering upgrades of the park in the near future as part of this plan.

## FLOOD STUDY

In 2016/17, Council was successful in securing a grant from the Office of Environment and Heritage (OEH) to undertake a flood study of the Waverley area. OEH will provide two-thirds (\$225,333) of the cost and Waverley Council one-third (\$112,667) with the total being \$338,000.

The primary objective of the flood study is to reduce the impact of flooding and flood liability on individual owners and occupiers of flood prone property, and to reduce private and public losses resulting from floods, utilising ecologically positive methods wherever possible.

The overall project provides an understanding of, and information on flood behaviour and associated risk to inform:

- relevant government drainage information systems such as Sydney Water trunk drainage and Council drainage systems
- reviewing Council's map of flood prone areas and mitigate risk of flooding
- informing the community and key stakeholders on flood risk
- flood risk management planning for existing and future development through planning controls
- emergency management planning for existing and future development, and strategic and development scale land-use planning to manage growth in flood risk areas.

OEH will oversee, monitor and provide assistance for the duration of the flood study. The study is likely to run for a period of 18–24 months.



## STRATEGIC ASSET MANAGEMENT PLAN (SAMP4) INFRASTRUCTURE IMPLEMENTATION

The Strategic Asset Management Plan (SAMP) is a resourcing strategy under the Integrated Planning and Reporting Framework. SAMP aims at improving Council's assets driven by community needs as envisioned in the Community Strategic Plan. The purpose of SAMP4 is:

- To build on and update SAMPs, quantifying the extent of works necessary to bring

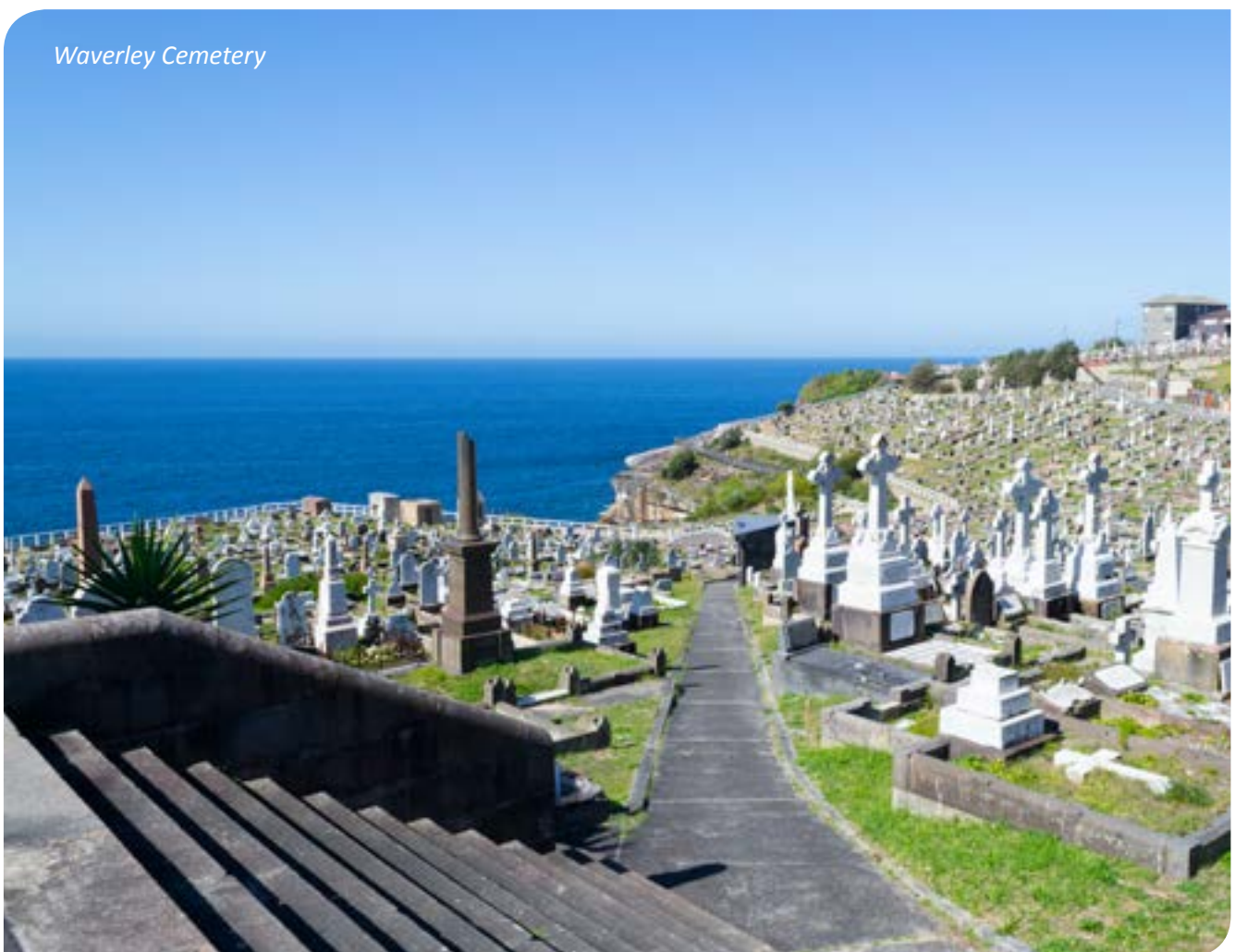
Council assets to an acceptable condition as defined by the community,

- To assess the cost of those works and determine the funding required to achieve the specified service levels, and
- To do this within the context of Council's Integrated Planning and Reporting Framework.

SAMP4 and future SAMPs are funded by a special rate increase approved by the Independent Pricing and Regulatory Tribunal of an average increase of 10.6% each year above the rate peg amount for three years. The increase commenced in 2011/12.

SAMP4 reaffirms targets for the minimum condition of our overall asset base with the purpose of ensuring that satisfactory service levels can be achieved. The preparation of Waverley Together 2 and 3 has enabled Council to confirm community expectations of satisfactory standard for the assets. SAMP4 sets condition targets which reflect asset priorities for the community for the years 2012 to 2023. Council has maintained and improved on the asset program that was set in 2013.

*Waverley Cemetery*



## ASSET UPGRADES (ROADS AND KERB AND GUTTER)

Category	Indicator	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Roads	Number of Projects	17	18	16	26
	Length (Km)	5.015	4.649	3.972	5.527
Kerb & Gutter	Number of Projects	9	14	19	11
	Length (Km)	2.356	2.294	2.651	2.977

The table above shows the number of projects and their respective lengths that were completed for the period 2013-2017.

### TAMARAMA KIOSK AND SURF CLUB AMENITIES WON NSW ARCHITECTURE AWARDS

In 2015, Council's Tamarama Kiosk amenities and surf club facilities won the Urban Design Award. Council worked on this project

as part of a revamp of Tamarama Park in 2013.

This \$1.2 million Council project was completed by Nimmo Architects. Facilities include:

- a new kiosk
- outdoor seating

- services building with showers and toilets
- equipment storage and a
- parks amenity room on the south side of the park







# SUSTAINABLE ENVIRONMENT

## SUSTAINABLE ENVIRONMENT

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**5.9912 hectares** of remnant vegetation in the Waverley Council area

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**169m<sup>2</sup>** of natural vegetation gained due to natural spread of remnant vegetation

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During 2012-2017:

Greenhouse gas emissions reduced to **4457.1 tonnes** from **7516.8 tonnes**

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Distance travelled by private car was **11.0 km** / day in 2006. This has reduced to **10.8 km** per day in 2016

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Transport Mode share of public transport, walking, cycling was **25% by distance** in 2006/07, this increased to **35% by distance** in 2016

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Number of passenger cars remains similar to 2006, **22,291** cars in 2016 in comparison to **22,059** in 2006

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Solar portfolio across 12 Council buildings is **353,000kwh** of electricity generation, equivalent to the power usage of 42 NSW homes- cross check

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# TERM IN REVIEW



*Bondi Junction Green Infrastructure Master Plan*



## BONDI JUNCTION GREEN INFRASTRUCTURE MASTER PLAN

The Green Infrastructure Master Plan is a Council-initiated plan to improve the energy, water and waste efficiency of existing and new buildings in Bondi Junction for the next 15 years. An evidence-based and stakeholder-engagement process was used to comparatively assess challenges and solutions. High-level business cases and case studies were developed for the shortlisted solutions – addressing both Council and private property. Waste, energy and water solutions' studies, business cases and case studies to support the preparation of the plan were completed in 2015-16.

The objectives of the Master Plan is to identify and recommend low carbon, energy efficient, sustainable water and waste-management solutions for the Bondi Junction precinct that:

- a) Establish the energy, waste and water component of the Bondi Junction: Heartbeat of the East Vision
- b) Work towards achieving our environmental targets:
  - 30 per cent reduction in greenhouse gas emissions
  - 75 per cent of all waste recycled
  - Zero increase in mains water use
  - Improve stormwater quality
- c) Create ongoing partnerships to ensure a sustainable future for Bondi Junction.

The draft Master Plan was endorsed by Council at its meeting on 20 June 2017.

## BIODIVERSITY ACTION PLAN – REMNANT SITES

The Biodiversity Action Plan – Remnant Sites was adopted by Council in 2015 to support remnant vegetation and improve their condition at more than 12 sites across Waverley. During autumn 2016, 40,000 new locally indigenous tubestock (plant seedlings) including grasses and groundcovers, vines, small and large shrubs were planted at the following key remnant vegetation sites and adjacent buffer and connectivity vegetation areas:

- Diamond Bay
- Eastern Reserve
- Rodney Reserve
- Raleigh Reserve
- South Bondi
- Tamarama Gully
- Calga Reserve
- Queens Park and
- East of Waverley Cemetery





## Sustainable Environment

By 2017 these buffers have become well established and will provide habitat for a range of animal species as well as providing protection for the adjacent buffer plantings.

In autumn 2017 as part of the Biodiversity Action Plan – Remnant Sites, Council undertook new buffer planting in Clarke Reserve. An estimated 2000 plants (and three truckloads of mulch) have now been installed in Clarke Reserve. Plants are local indigenous species, with low-growing coastal heath plants along the fence line and a few shrubs at the northern end below the embankment. The planting design will ensure the great ocean views from this reserve will not be impacted. Species planted include: Heath Myrtle *Baeckea imbricata*, Heath Banksia *Banksia ericifolia*, Dog Rose *Bauera rubioides*, Pigface *Carpobrotus glaucescens*, Common Correa *Correa reflexa*, Flax Lily *Dianella caerulea*, Common Rush *Juncus usitatus*, Mat Rush *Lomandra longifolia*, Fan Flower *Scaevola calendulacea* and Coastal Rosemary *Westringia fruticosa*.

These plantings, in conjunction with bush regeneration works in the Reserve, will assist in suppressing weeds and allow remnant plants in this area to regenerate naturally. The plantings will also improve habitat connectivity along our vital coastal habitat corridor.

Since 2016 Waverley has been working with Centennial Parklands and Moriah College in improving the Eastern Suburbs Banksia Scrub (ESBS) that is present at York Rd and Queens Park. In March 2017 Council undertook a case study of the Queens Park Eastern Suburbs Banksia Scrub (ESBS) site as part of the Climate Ready Biodiversity project run by the Commonwealth Scientific and Industrial Research Organisation (CSIRO). This looked at the potential impacts on the ESBS vegetation in this location under climate change. The results of this case study will be available later in 2017.

## SECOND NATURE – COMMUNITY ENGAGEMENT

In 2015/16, Council launched an integrated community engagement and behaviour change program for sustainability called Second Nature. With an initial ‘I’m in’ pledge campaign, community members across the LGA were invited to join a collective effort to take simple actions in everyday life to look after the local area. This campaign is informed by social research and a review of progress against community targets. With a participatory approach, Council aims to bring its Environmental Action Plan ‘to life’ and inspire community ownership of the environmental vision, with a view to facilitate ongoing targeted engagement needed to deliver on community environmental targets. More than 1020 people joined the Second Nature campaign.

In 2016/17, the database grew by 650 additional members making the database total 1650. The community engagement platform promotes activities across the five



*Second Nature – Community Engagement*



*Second Nature – tree planting*

key environmental target areas of waste, water, climate, biodiversity and transport.

Second Nature 'champions' are regularly engaged via digital media, face-to-face outreach, print media and other communications channels to promote individual behaviour change, encourage participation in our programs and events, share other related community actions. Outreach events in 2016/17 included Bike Week, Festival of the Winds, Halloween at the Library, Carols by the Sea and Earth Hour. Second Nature animation was also screened at the popular Ben & Jerry's Bondi Open Air Cinema and Flickerfest, reaching more than 20,000 people.

The long-term intent is to build an active community database for targeted education, engagement and longer-term behaviour change. The website utilises a sophisticated software program NationBuilder designed for this purpose, integrating social media, communications and behaviour pathways.

Council won two awards in 2016-17 for the Second Nature 'I'm in' Pledge Campaign:

- NSW Keep Australia Beautiful Blue Star Award – Going Green Education Category
- LGSA Excellence in Environment Awards – in Communications , Engagement and Empowerment category

Waverley Council was also a finalist in the Keep Australia Beautiful NSW Metro Awards amongst five other NSW Councils based on the sustainability initiatives.

## SECOND NATURE – EMPLOYEE ENGAGEMENT

The Second Nature program for employees was launched early 2016 with a successful activation event – 'Second Nature Crash Course'. More than 100 staff participated in fun and educational activities based around our targets and Second Nature messaging. The event received overwhelmingly positive feedback. The Second Nature employee engagement program takes a three-pronged approach to ensure sustained staff engagement:

- a comprehensive communications element, designed to raise staff awareness and ownership of our environmental targets and to communicate simple tools, behaviour prompts and resources;
- targeted, evidence-based behaviour change programs with specific staff groups based on the data obtained by our technical environmental staff and have included focus areas such as minimising



organic waste generation and streamlining the use of water saving software; and

- embedding sustainability at an organisational level by working with senior leadership teams to achieve policy changes and establish department-specific objectives.

As part of the social research, employee focus groups and surveys were organised to investigate staff understanding of Council's environmental plan, organisational targets, and how important a sustainable Council was to them in employment. This specifically helped to inform an employee engagement and behaviour change program for achieving Council targets.

Here are a few achievements from 2016-17 initiatives:

- Installation of more recycling and composting bins, purchase of sustainability related books, optimising use of air conditioners and using energy efficient servers
- Resources and training sessions

are underway to deliver more sustainable events

- Training on 'Building a Sustainable Organisation' was delivered at the end of May 2017. The session provided participants with an opportunity to use innovative thinking and skills to work collaboratively to create a more sustainable organisation. Feedback was extremely positive with 100 per cent of respondents rating the training as very good or excellent.
- Eight new recycling bins were installed at Bondi Pavilion. The bins are placed in strategic areas such as the bar, theatre, and rooms for hire. Resources to help community members correctly recycle are currently being developed.
- Research was undertaken on best practice on how to embed sustainability into organisations. The process was used to develop internal partnerships.
- Internal waste audits: targeted waste review was conducted in nine council-owned

buildings. The review aimed at providing with detailed information on how Council is currently performing in terms of waste-related practices including waste generation, avoidance and recycling. Further initiatives and targeted internal engagement program to avoid waste and increase resource recovery will be developed in partnership with staff from different divisions.

## SUSTAINABLE WASTE STRATEGY

The Sustainable Waste Strategy was developed in November 2015. It outlines the strategic direction to meet environmental targets. As part of this strategy, targets are identified in six focus areas:

- Reduce waste generation
- Maximise resource recovery
- Greenhouse gas emission reductions
- Clean and attractive Waverley
- Solutions to problem wastes
- Integration with green Infrastructure.



*Second Nature – Employee Engagement*

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

In 2014-15, residents in 14 properties in the Bondi Basin areas were engaged in a survey and audit research to understand and identify recycling habits of people residing in multi-unit dwellings (MUDs). The findings of the survey and audit research combined with 'Brains Trust' external workshops and a best-practice evaluation process helped us to develop more effective strategies to increase recycling rates. This project won Local Government NSW Excellence in the Environment Awards in the Resource Recovery Category.

The MUDS Sort It Out Project identified that many residents were interested in learning more about how to recycle tricky items, the various options for recycling and reuse, including Council's services.

Since this time, a series of communications materials were prepared for the community including:

- The 'Are you moving out' magnet, distributed to real estate agents for new tenants
- The Clean-Up brochure to advertise Council's household clean-up service
- New bin stickers with clear images of what goes in each bin
- The Sort it Out poster to place in bin storage rooms with simple images of what goes in each bin

## ADVANCED WASTE TREATMENT CONTRACT

In 2016, Council entered a contract agreement developed by Southern Sydney Regional Organisation of Councils (SSROC) for the provision of Advanced Waste Treatment services for the general waste stream generated by the Waverley community. From mid-2017, general waste from Waverley will be processed via an Advanced Waste Treatment (AWT) system upon completion of its construction. This system processes general waste in a closed system under high heat and pressure and creates a compost/soil conditioner product with minimal residual waste. The compost/soil conditioner can be applied to various agricultural crops whilst the much reduced residual waste tonnage goes to landfill. Presently Council has a 33 per cent diversion rate overall. However, once waste goes through the AWT, the recovery rate will increase to 65 per cent. The construction of the AWT is expected to be completed mid 2017.

## SOLAR BIN INFRASTRUCTURE

Solar compactor bins are a new wave of 'smart' technology in a rubbish or recycling bin. They use solar power to compact the waste within them, and they use Wi-Fi to communicate when the bin is full and ready for collection. These 'smart' bins use solar power to squash waste and recycling, allowing them to hold up to five times the amount of waste as a normal bin.

Council has installed new red and yellow solar compactor bins. Twenty four dual stations are deployed within our Local

Government Area (LGA) along Campbell Drive, in Bondi Park, Bondi Junction and at each foot ramp to Bondi Beach. This deployment is the second largest for an Australian Council to date. Solar bins are part of the Sustainable Waste Strategy to tackle litter and keep Bondi beautiful, particularly in summer when there is an influx of visitors through Bondi Junction transport hubs and at Bondi Beach.

Solar bins create better amenities for the community with the following features:

- an internal compactor that squashes the rubbish, so that the bin can hold up to eight times the volume of common street litter bins or five times the volume of the average 120-litre wheelie bin
- there are fewer bins required as a result of waste compaction
- solar panels power the compactor with renewable energy
- built-in sensors and Wi-Fi allows the bin to send an email and text when the bin is near full (60 per cent) and ready for collection (90 per cent)
- staff can view real time bin fill levels to efficiently manage collection
- they are proven to reduce street bin collections by 80 per cent, which means less transport emissions
- air-freshener deodorises bins
- clear signage is integral to bin design
- overall improved experience in very busy locations.



### THREE COUNCIL REGIONAL ENVIRONMENT PROGRAM

The 10 per cent Challenge is about becoming part of the national drive to make Australia more energy efficient and to reduce Australia's carbon footprint. In 2012, Waverley, Randwick City and Woollahra Municipal Councils met to sign a joint letter addressed to every local council across Australia inviting them to join the 10 per cent Challenge. Waverley Council along with two peer Councils took a strong lead on making energy savings and reducing emissions, and invitations were extended to every other local council. The 10 per cent Challenge Project was launched to help households reduce their energy use and save money on quarterly electricity bills. More than 130 residents were engaged with 67 of them undertaking energy efficiency assessments. Some residents were able to reduce energy consumption by 57 per cent.

In 2014-15, 325 Waverley residents joined Compost Revolution to receive a subsidised compost bin or worm farm as part of a joint Council Environment Program comprising of Waverley, Randwick City and Woollahra Municipal Councils. An estimated 77,000 litres of water were saved per day through the Sustainable Business Program. Funded by a grant from the Environment Protection Authority, the Business Waste Advisory Service (Bin Trim) project was launched to help businesses reduce the volume of material going to landfill. An estimated 72 businesses at Waverley have received free waste assessments with more than half taking actions to increase recycling, change waste contractors or improve



their day-to-day waste handling management.

In 2015-16, Waverley, Randwick City and Woollahra Municipal Councils jointly prepared an Eastern Suburbs Low Carbon Future Plan, which identifies cost-effective actions to reduce community-wide greenhouse gas emissions. One of the six key actions in the plan is to encourage the take up of Solar Photovoltaic (PV) on schools, childcare centres, nursing homes, clubs and small businesses which could reduce the regions greenhouse gas emissions by as much as five per cent. Actions include:

- A Solar my School project was established and work is underway with 10 schools and preschools in the Eastern Suburbs to install PV systems
- Enabling greater uptake of electric vehicles is another one of the six key actions identified in the Eastern Suburbs Low Carbon Future Plan. Council is investigating the feasibility of installing an Electric Vehicle charging network starting with 10 charging stations at key locations.

In 2016-17, Randwick City, Waverley and Woollahra Municipal Councils worked in partnership with the community to reduce community-wide greenhouse gas emissions. One of the hall mark projects, Solar My School, is a new program helping schools make the switch to solar by providing free independent expert advice and support. Already 27 schools from across the Eastern Suburbs, including primary to high schools have signed up to the program and are keen to start harvesting their own solar power. With the projected growth in Electric Vehicles (EVs) over the next 5 years, the three councils are planning to install EV Charging Stations at major centres and transport hubs around the Eastern Suburbs. The EV Charging Station network will be the first of its kind in NSW – located in the public domain, where users pay a fee to recharge their cars.

## BRONTE ECOLOGICAL RESTORATION ACTION PLAN

In 2015-16, the Bronte Ecological Restoration Action Plan was adopted by Council. The area of native vegetation in Bronte continues to expand with the support of Council staff, volunteers and contractors. Indigenous native species were planted on the northern bank of Bronte Gully. This included installation of terracing for erosion control. Weed control focussed on vines, and there is a significant reduction of weeds around the waterfall. During winter 2015, Council removed a number of coral trees from Bronte Gully, the majority of which were assessed as unsafe, with others removed to allow for planting underneath. Since then, another four trees either fell or snapped. A further 10 coral trees were removed in June 2016, both for safety reasons and to allow for the expansion of native vegetation. These trees were adjacent to Bronte Road and surrounding the Bronte Gully Bushcare Site. In 2017 a new zone 7b and 7c has been weeded out and terraced so that native planting will be able to occur in autumn 2018.

## BUSHCARE INITIATIVES

In 2014-15, more than 10,000 native plants were planted in parks and reserves including Diamond Bay, Waverley Cemetery and Hugh Bamford Reserve. This initiative incorporates Council's program to restore native bushland to Bronte Gully and improve the condition of the almost six hectares of remnant bushland in Waverley. Substantial work was undertaken in removing environmental weeds and planting

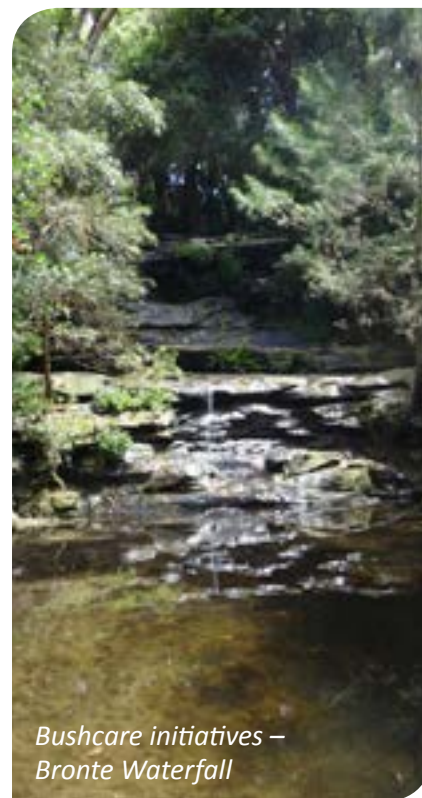
tubestock to provide a good quality environment for local biodiversity.

Waverley Council has six volunteer bushcare groups. A new Bronte Waterfall Bushcare Group was established in August 2015. Free training in Bushcare Essentials and Native Plant identification was presented to interested Bushcare volunteers in Spring 2015. These courses were very popular and fully subscribed. In April 2016, Waverley Bushcare volunteers visited Duck River Bushcare site in Auburn with the Duck River group then coming to visit Eastern Reserve in July. This enabled volunteers to look at different environments, vegetation and meet new people.

In 2016-17, support from companies such as Westpac and The Body Shop in removing weeds and maintaining our native bushland areas were extended in addition to the ongoing support from volunteers.

## CLARKE RESERVE REVEGETATION

This year, around 2000 plants were planted and three truckloads of mulch were installed in Clarke Reserve as part of our remnant buffer and habitat connectivity. Plants installed are local indigenous species, with low-growing coastal heath plants along the fence line and a few shrubs at the northern end below the embankment. The planting design will ensure the great ocean views from this reserve will not be impacted. Species planted include: Heath Myrtle *Baeckea imbricata*, Heath Banksia *Banksia ericifolia*, Dog Rose *Bauera rubioides*, Pigface *Carpobrotus glaucescens*, Common



*Bushcare initiatives – Bronte Waterfall*



*Bushcare volunteers*



Correa *Correa reflexa*, Flax Lily *Dianella caerulea*, Common Rush *Juncus usitatus*, Mat Rush *Lomandra longifolia*, Fan Flower *Scaevola calandulacea* and Coastal Rosemary *Westringia fruticosa*. These plantings, in conjunction with bush regeneration works in the Reserve, will assist in suppressing weeds and allow remnant plants in this area to regenerate naturally. The plantings will also improve biodiversity corridor connectivity through this Reserve.

## GARAGE SALE TRAIL

Council organises a garage sale trail every year. In 2016-17, the annual Garage Sale Trail was held in October 2016. Approximately 3,926 people participated in the event. There were 580 stalls with 62 per cent of sales of household items. A total of 15,325 items were listed for the event and 20 per cent of items were sold.

## E-WASTE EVENTS

E-waste events are organised twice a year in partnership with Woollahra Municipal Council. In 2016-17, the first event was hosted by Waverley Council and was held in November 2016 at Council's Alexandria facility. More than 500 people attended, and almost 20,000 kilograms of electronic waste was collected for recycling. The second event was held in May 2017 at Lyne Park, and it was hosted by Woollahra Municipal Council. Between 2012 and 2017, around 229,336 kilograms of electronic waste was collected.

## SUSTAINABILITY BY THE SEA

The first ever Sustainability by the Sea event was launched in March 2015. The event was organised by local sustainability leaders Robin Mellon and Sally Asker in partnership with Waverley Council. It brought together sustainability leaders who live locally and encouraged them to get creative and think about potential, sustainable community-driven initiatives within the local area.

Around 40 people including local sustainability experts and environment professionals from multiple sectors attended this event to discuss 'blue sky' ideas for Waverley. This workshop explored environmental aspirations which will be converted to practical, locally led projects.

In 2016-17, a Sustainability by the Sea event was delivered in March 2017. This workshop was attended by 30 sustainability experts and environment professionals from multiple sectors. The event was a great opportunity for people to explore potential initiatives to make Waverley a more sustainable area. The event was very successful in recruiting people to help with existing initiatives such as Blue Bondi Green.

## TAMARAMA ECOLOGICAL RESTORATION FRAMEWORK AND ACTION PLAN (ERFAP)

Council made significant progress in the delivery of this project over the past two years as large areas of weeds were removed and native vegetation was established around the waterfall, Carlisle Street steps and northern slope.

In 2016-17, Council investigated potential pathway options to the Upper Waterfall area. This analysis included a study of contamination in the area and a risk assessment of the geotechnical stability of the site. As further weeds are removed (mainly budleja) it is anticipated that additional historic pathways will be uncovered which may be able to be used to create access, most probably through a national parks style track.

## COMMUNITY RECYCLING CENTRE

In 2016, Waverley, Woollahra Municipal and Randwick City Councils received a \$10,000 grant from the Environment Protection Authority to further advertise and promote the community recycling centre located in Matraville to our communities. The promotion involved a letter box drop to our community to advertise a tour of the centre and a free barbecue, which was held on 4 June. Approximately 100 people attended the event and many questions about problem wastes were addressed at the meeting.

## LITTER PREVENTION PROGRAMS

Every year, Council conducts a litter audit on the sand at Bondi Beach and Bondi Junction to work out how much and what kinds of litter is being left behind. In 2017, this audit was extended to Bronte and Tamarama.

The results indicated that:

- The most littered beach was Bondi, followed by Bronte then Tamarama.
- All beaches had the highest

litter counts at the beach walls and the lowest litter counts at the foreshore.

- The centre of the beach (between beach wall and foreshore) had the second most littered hotspots.
- Bondi and Bronte beaches had more litter on the weekends, whereas Tamarama beach had more litter on weekdays.
- All beaches had the same trend in terms of litter items found. Where cigarette butts or smoking items were the highest followed by plastic related items.

In 2016, cigarette butts and old chewing gum were the top littered items, however, the largest litter item by volume was takeaway packaging litter. This trend prompted additional EPA litter audits to be conducted in early 2017 at a number of hotspots in the Bondi area, including:

1. The middle section of Bondi Beach
2. South Campbell Parade bus stop (opposite Noah's backpackers)
3. The ramp access/egress off

#### Oxford Street Mall

#### 4. The Grafton Street Bus Stop

As a result of the litter checks and additional behaviour surveys, key challenges to tackle this litter type emerged, which included:

- People are littering take-away packaging while they are in transit, being near the bus/train interchange
- People at the beach leave litter on the sand rather than walk it to the nearest bin
- People are discouraged from using the bins nearby as they perceive them to be 'overfull' or dirty
- People are more likely to litter in areas that are unclean and not maintained
- The hotspots in general have a feeling that they are not 'watched'
- Visitors/tourists, commuters, broad range of ages, and various ethnicities represented a large portion of demographics of those who litter

Initiatives undertaken include:

- Infrastructure: improved

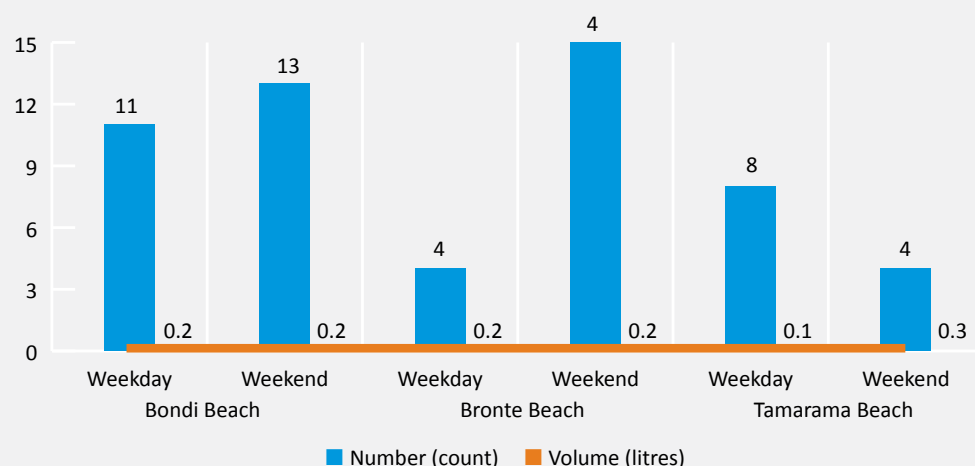
infrastructure through installation of Big Belly Solar Bins/improved wrapped bins and Enviropoles at all sites.

- Education and Awareness: media promotion, posters and videos in the community, which included high profile videos such as 'Bin it so you don't swim in it' filmed with our lifeguards and Hey Tosser signage, floor decals and Working with businesses to highlight sustainable packaging.
- Enforcement: ranger training and daily enforcement by rangers. 10 Ten educational blitzes.
- Evaluation and Monitoring: ongoing beach litter checks, monitoring and evaluation plan.

This year, Council installed cigarette butt bins called Enviropoles at litter hot spot locations. The cigarette butts collected in the Enviropoles will be recycled into park benches and other plastic infrastructure by Terracycle.

In 2015-16, Council was awarded \$92,000 of Council Litter Prevention Grants funding from

**AVERAGE LITTER COUNTS**





the NSW Environment Protection Authority (EPA) for the 'Bondi Unwrapped' project to combat packaging litter from take-away items at the Bondi Beach and Bondi Junction litter hotspots. The project involved education, infrastructure and clean-up, enforcement and monitoring. Council undertook litter checks at Bondi Junction and Bondi Beach area. Litter checks were conducted at a total of four hotspots and two clean sites. The methodology adopted for the litter checks was informed by the NSW Environment Protection Authority. The methodology for the EPA Litter Check employs location inspection, Litter Count and location user surveys. A snapshot summary of Bondi Junction and Bondi Beach litter checks conducted as a requirement for the grant application is provided below.

As part of the 'Bondi Unwrapped' project, litter audits were undertaken in 2016 and 2017. Here is the latest summary of 'Bondi Unwrapped' litter audit results held at Bondi metro and beach hotspots:

Overall, there was a 46 per cent reduction in litter items at the sites and a 38 per cent total reduction by volume. The percentage of cigarette butts littered reduced by 51 per cent in terms of total litter items and in volume. Takeaway packaging reduced by 50 per cent in terms of total litter items and in volume. There was a 48 per cent reduction in reports of overflowing items.

Next steps include:

- Ongoing Business engagement
- Rolling Solar bins at Bronte and Tamarama



*Litter Prevention Programs*

- Use of education materials for summer campaign
- Feedback results to the community

Environment Protection Authority grant funding of \$140,000 was awarded to the Southern Sydney Region of Council's (SSROC) for implementation of the Regional Litter Strategy. The funding will support a list of projects over a five-year plan. In 2016-17, For Year 1, Waverley was granted \$30,000 for the Stop Bus Stop Litter project. The project addressed five bus stop or laneway litter hotspots in the Waverley area. The project included EPA litter checks and recommendations by consultants for litter improvements, implementation of those improvements including new bin infrastructure and signage at the locations, along with cigarette butt infrastructure and, finally, monitoring the success of the improvements. The program incorporated the EPA's Hey Tosser messaging which is in line with other EPA Hey Tosser programs at public transport hubs.

In 2014-15, Council organised The Keeping Our Beaches Beautiful (KOB) Campaign which raised awareness and action on litter prevention. The campaign included a range of initiatives such as:

- 'Did You Pick Up Today?' communications on buses
- Signage and in print advertising
- Time-lapse video featuring Council's litter reduction initiatives and encouraging people to correctly dispose of rubbish and recycle
- Creative children's activities
- Extra Clean-Up Crew members on the sand
- Litter audits.

## IMPROVING WATER QUALITY AND RECYCLING

Council has six gross pollutant traps which capture litter, sediment and other stormwater pollutants from our streets and prevent them from entering our waterways. Each year between 2012 and 2017, Council trapped and removed approximately 48 tonnes of pollutants from pollution traps.

The Bondi Stormwater Reuse scheme captures and removes pollutants from 48 million litres of stormwater each year and supplies recycled water. Operating since 2012, the scheme has the potential to supply significantly more treated stormwater (and remove more stormwater pollutants) as the supply network continues to be expanded over the coming years. This is complemented by the construction in 2015 of a new state-of-the-art stormwater recycling system at Tamarama Gully to collect, clean and recycle polluted stormwater. This system provides an additional 14 million litres of recycled water each year for park irrigation and for amenities at Tamarama Beach. Together stormwater reuse schemes at Bronte, Bondi and Tamarama generate 113 million litres of treated recycled water and pollutant removal.

Work has begun to upgrade Waverley Park water recycling system to improve irrigation capacity, save more potable water and reduce stormwater pollution. Three raingardens constructed in Bondi Junction supports to filter pollutants from stormwater and keep Centennial Park ponds cleaner since 2014-15. Further raingardens and tree pits with biofilters are designed into future streetscape upgrades.

## SOLAR POWERING COUNCIL FACILITIES

Council's solar portfolio across 12 Council buildings is 353,000kwh of electricity generation, equivalent to the power usage of 42 NSW homes or 322 tonnes of carbon dioxide emissions per year. These systems will continue to produce clean renewable electricity and reduce Council's electricity bills for many years to come:

- Solar power systems were installed at various sites in 2013-14 including, the Early Education Centres at Gardiner Street, Newland Street, Bronte and the Bondi Baby Health Centre. These systems have a total capacity of 33kW. A large solar system was also installed at the Alexandria Integrated Facility, which has an 84kW solar PV system, generating 32per cent of the site's electricity needs.
- There are also other 446 panels totalling 115 kilowatt hours capacity systems installed in 2015-16 and 2016-17 on Margaret Whitlam Recreation Centre, the Mill Hill Early Education Centre, Waverley Parks Amenities, Marks Park Amenities, Bronte Early Education Centre and Waverley Library (where a 72 kW system alone was installed).
- In 2016-17 Council also committed to maximising solar capacity at the Bondi Pavilion subject to heritage and planning approvals.

## ENERGY EFFICIENCY INITIATIVES

Council is upgrading 760 street lights with more efficient lighting during 2016-17 to 2017-18 to reach environmental targets in reducing carbon dioxide levels, reduce the cost of Council's street lighting electricity bill and improve light quality. Council is working in partnership with Ausgrid to replace these lights with efficient LED lighting. The new LED's use just 17 watts compared to the current lights which can use up to 95 watts. This will save \$52,000 per year in electricity costs and help the environment with a potential saving of 200 tonnes of carbon dioxide each year.

Energy efficiency upgrades of Council facilities and park lighting completed in 2014 which saved Council \$173,000 each year in electricity costs. Energy efficient lighting, hot water boilers, appliance timers and air conditioning efficiencies were implemented.

Work commenced in 2016-17 to implement cutting-edge energy efficiency technologies as well as operation and maintenance improvements identified in audits of top energy using facilities. Heating ventilation and air conditioning start/stop times and economy settings were altered at various sites and work has commenced to install energy efficiency lighting emitting diode (LED) lighting, sensors and timers as well as building management control system upgrades across eight sites saving a further \$71,000 each year in electricity costs: Alexandria Integrated Facility, Chambers, Library, Mill Hill, Customer Service Centre, Margaret Whitlam Recreation Centre, Hollywood carpark, Eastgate carpark and Waverley Early Education Centre.





*Solar panels*





# SUSTAINABLE GOVERNANCE

## SUSTAINABLE GOVERNANCE

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Waverley Council is made up of four wards – Bondi, Lawson, Waverley and Hunter wards, each electing three Councillors i.e. **12 councillors** in total

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**Advisory and consultative committees** include Audit Committee, Access Committee, Environmental Sustainability Advisory Committee, Multicultural Advisory Committee, Community Safety Advisory Committee and Public Art Committee

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Between 2012-2017, there were **88 Council meetings**

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Council has **13 Precincts**

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As at 30 June 2017, Waverley Council staff establishment included **648.28 full time equivalent** positions

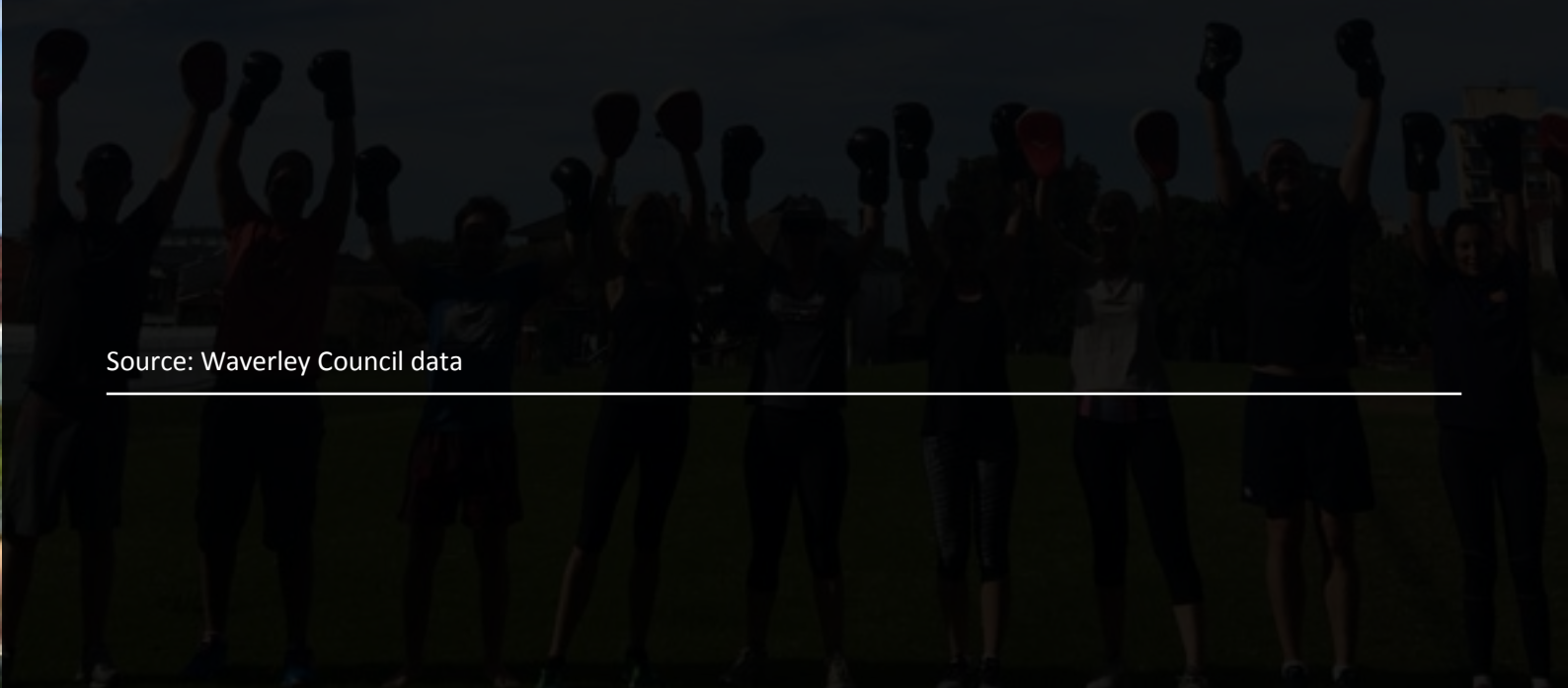
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The Organisational structure includes **four program** areas: Waverley Life, Waverley Futures, Waverley Renewal and Waverley Corporate

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Source: Waverley Council data

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# TERM IN REVIEW

## PUBLIC WI-FI

In November 2012, Council installed free Wi-Fi at Bondi Beach, the first beach in Australia to have this service available. As Bondi Beach attracts on average 585,820 mobile devices (976,366 visits each month), this was a great service for community and visitors.

In 2015/2016, the free public Wi-Fi network was expanded to include Waverley Library, Mill Hill Community Centre, Margaret Whitlam Recreational Centre (including the grandstand, café and BBQ area in Waverley Park), Bondi Pavilion and parts of Bondi Beach/Park.

In 2016/2017 this grew even further, with Bondi Junction, Bondi Beach, Tamarama Beach, Bronte Beach, and Waverley Park all having free Wi-Fi available. During this period there have been over 216,000 individuals who have used the service a total of 575,000 times, with the average user using

W-Fi for 57 minutes. The public Wi-Fi network also provides Council with information to better understand the visitor behaviour at each location. For example, the busiest day to visit Bondi Beach is a Sunday with an average of 37,837 visitors, while the busiest day for Waverley Park is a Tuesday with an average of 1,415 visitors.

The new public Wi-Fi service will use approximately 27,000kWh of energy per year. Council will offset this increase in energy use through the newly installed solar panels on five Council buildings. Based on predicted energy usage, the new solar panels will offset six times the amount of energy that Waverley Wi-Fi would utilise.

## DEVELOPMENT ENQUIRER

Council expanded its ePlanning/online planning services by providing the community with a property-based enquiry online application process. This process is part of the planning scheme called 'Development Enquirer'. This project addresses NSW planning reforms to improve service delivery and performance across the planning system. This ePlanning/online planning scheme has:

- streamlined the planning process, by tailoring the information an applicant must consider for a particular site/development type before submitting a development application
- improved customer service and efficiency, by using innovation and technology to deliver a better planning process.

This tool will allow property owners, and those interested in preparing and assessing development applications, to understand what controls may apply to land and specific types of development/s. It will also assist in making the Local Environment Plan and Development Control Plan more accessible to users



Customer service centre



## DISCOVER – COUNCIL'S PUBLIC FACING MAPPING SOLUTION

In May 2016, Council upgraded its public facing mapping application to a web-based solution that is compatible with all mobile devices, called Discover. This upgrade enables simple information display from multiple sources into a single platform. The additional functionality 'Find My Nearest' will be invaluable to our residents assisting them to find the nearest community facilities, childcare centres, schools, dog parks, free public Wi-Fi, and car parks across the Council area.

## PMO OFFICE ESTABLISHMENT, PROJECT FRAMEWORK ROLL-OUT AND PRINCE2 TRAINING

Established in September 2014, the Project Management Office (PMO) aims to formalise and embed project management processes and improve project

delivery across Council program areas. Key works undertaken by PMO include:

- establishment of a Council-wide project register for tracking project delivery and monthly reporting
- finalisation of a Project Brief template that guides project planning and risk management
- improvement of financial systems and processes in project budgeting and cost management
- streamlining of Council's project management processes for all aspects of scoping, planning and reporting.

Council's Project Management Framework was developed to help guide project delivery across program areas. In 2015/16, work continued on the development and roll-out of this framework. In 2016/17, all aspects of the framework were comprehensively reviewed and streamlined following staff feedback on its application in 2015/16.

The framework is based on the PRINCE2 project methodology, a global industry standard for delivering projects in the public and private sector. More than 40 staff from across the organisation were trained and certified in PRINCE2 during 2015/16. The course equipped each staff member with advanced knowledge in the PRINCE2 project management methodology and assisted them in achieving better management of business improvement initiatives and Council operational projects. This training facilitated a shared project management language, document and process system, and enhances the professional standard of project planning, scoping, budgeting, and issues management.

In 2017, Council has undertaken further in-house training with all project managers to refine the framework and to embed practices throughout the organisation.



## INFOCOUNCIL LAUNCH

In 2016/17, Council launched InfoCouncil, a software for the creation, publication and storage of Council agendas and minutes. InfoCouncil integration makes it easy to publish and distribute Business Papers to mobile and non-mobile devices.

The roll out of the software was inclusive of core user training to familiarise users on the scope and usage attributes of the system. These trained users have acted as system champions in their respective work areas. The introduction of InfoCouncil has transformed the process of agenda and minutes compilation and publishing at Waverley. With customised templates and record management integration, the overall processes and work efficiency improved significantly.

## CULTURE OPTIMISATION PROGRAM

In 2014/15, Council initiated a Culture Optimisation program to create a culture that promotes high performance from employees and provides a great place to work.

The program involved a culture survey, volunteer staff driven projects and leadership development activities.

Culture Optimisation Groups were formed by staff volunteers and this resulted in the collaborative development of the TREC staff values (Together, Responsible, Engaging, and Creative). Council made substantial investments in learning and development activities to improve service efficiency and effectiveness on an ongoing basis. A new capability framework was developed

identifying core capabilities essential within the workforce. A new learning and development program named 'TREC into Learning' was then developed addressing seven core capabilities, identifying key developmental skills, and ensuring training courses were available to staff in 2015/16.

## PERFORMANCE DRIVEN PLANNING

As part of its commitment to Integrated Planning and Reporting and Performance driven culture, Council cascaded Operational Plan activities to every employee in the organisation through a robust planning process.

The Operational Plan 2017/18 lists key activities/projects that Council will implement in 2017/18. The Operational Plan is supported by a detailed Sub-Program/ Divisional Plans. The Sub-Program plan lists out all the detailed sub-activities that a sub-program will undertake to contribute to the Operational Plan activity/project. These sub-activities are directly linked to the tasks an employee would undertake to support the implementation of the Sub-Program plan and thereby the Operational Plan. The tasks the individual undertakes is documented in an Individual Work Plan template which is part of the Skills and Performance Assessment at Waverley. By undertaking this approach every employee is contributing to the implementation of the Operational Plan. All the plan templates have direct linkages to the Delivery Program and Community Strategic Plan. This initiative ensures that every employee is connected to the broader goals/directions of the

organisation.

## ESTABLISHMENT OF THE TRANSITION PROJECT UNIT

In response to the NSW State Government's Fit for the Future Local Government Reform process, the Transition Project Unit was formed at Waverley Council in December 2015. The Unit's focus was to lead and manage the organisation's progress towards amalgamations with preparation work commencing in January 2016. This unit has encouraged participation, built engagement and facilitated the development of strategies to enable the transition to a new amalgamated Council.

Waverley Council staff collaborated with Randwick and Woollahra staff to assess existing business processes, and develop draft policies and procedures for implementation post-merger. This preparatory work was carried out to ensure the continued provision of high quality services to the community. Following delays in the amalgamation process, the work of the Waverley Transition Project Unit wound down in 2017. Subsequently in July 2017 the State Government announced that pending metropolitan mergers would not proceed.

The analysis work completed by Waverley Council will continue to be utilised and will form the basis for a range of business improvement initiatives in 2017 and beyond.

## CORPORATE INTRANET, THE ORACLE

Launched in 2016, the new staff intranet has provided an

avenue to encourage cross-team collaboration, and a fast and robust way of delivering corporate information. The launch was the result of 18 months of testing, staff involvement and user-experience analysis, to ensure we delivered a system that staff would be able to use productively. In 2017/18, the focus will be on a dedicated engagement and communication strategy to encourage further use of the Oracle, and to educate staff on its capabilities.

## ALEXANDRIA INTEGRATED FACILITY

In July 2012, Waverley Council purchased 67A Bourke Road, Alexandria to build a new depot facility in partnership with Woollahra Council. This followed the successful sale of Waverley's Zetland depot site as part of the Green Square development.

In 2014, the Alexandria Integrated facility (AIF) was opened by Waverley and Woollahra Councils and demonstrates leadership in resource sharing and collaboration in local government. The \$25 million purpose built facility houses stores, mechanical workshop, trades, administration and is the base for both operational workforces in a sustainable development with 84KW solar, water reuse for toilets and truck wash bay, CBUS lighting and energy efficiency.

Council also received a NSW Local Government Excellence Award for the Activity Based Working (ABW) initiative at the Alexandria Integrated Facility (AIF). Waverley is the first council in Australia to introduce this style of working at a works facility. This initiative is



*Alexandria Integrated Facility*

reflective of Waverley's capability to adapt to changing business requirements and provide staff with the tools, systems and resources to address the needs of the community. A purpose-built Safety Management System was developed and implemented separate to each council's broader safety systems. Sustainability was a priority during design and construction of the new facility.

## QUICK RESPONSE CODES (2014-15)

In 2014/15, Council introduced Quick Response Codes on rates notices and produced an industry-leading data transfer system in partnership with BPAY and Rockend Technology. Waverley was the first council to introduce a Quick Response Code. Key benefits of this initiative include:

- ease in data transfer
- reduction in administrative and manual entry cost
- decrease in cheque reconciliation time.

## EASY TO DO BUSINESS INITIATIVE

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

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



## COMMUNITY ENGAGEMENT FRAMEWORK

In 2015, a proposal was developed to create an increased focus on engagement practices and to build capability for the organisation in this area. This resulted in the creation of a full time position to focus on building capability in this area and to complement existing communications plans with engagement specialisation. In 2015, a training program was rolled out with 14 staff participating in accredited training of IAP2 (International Association for Public Participation). This has significantly increased the understanding of theory, planning and techniques for engagement. In addition, a draft engagement framework and guidelines has been developed to further support engagement practices.



*TREC into Learning Program*

## TREC INTO LEARNING PROGRAM

In 2015-16, a new learning and development program named 'TREC into Learning' was launched Council-wide. This new learning program is an exciting way of thinking about and supporting professional development. The TREC into Learning program identifies key developmental skills essential for staff to improve operational effectiveness. These skills are based on the new capability framework Council launched in 2014/15. To ensure all staff are working with the same guiding principles, TREC into Learning identified seven core capabilities including customer service, project management and systems, critical thinking and decision making. This framework was developed in consultation with multiple councils and is a combination of basic skills and knowledge that will help Waverley Council become a leader in the industry. It is designed to ensure Waverley has an annual learning plan in place which serves to facilitate the expansion

and development of skills and knowledge in service to the community.

In 2016-17, 300 hours of training was delivered to staff with the initial priority upon compliance or safety related programs, with an average positive participant satisfaction rate of 85 per cent. Some of the learning and development initiatives include:

- revised the Bullying and Harassment guidelines into a more contemporary language promoting a Respectful Workplace and trained staff across the organisation
- continued to promote good governance and ran Code of Conduct refresher training to more than 530 staff with a participation rate of over 90 per cent
- upgraded learning infrastructure including adoption of a new Learning Management System to achieve improved productivity and cost efficiencies
- developed and launched a new Studies Assistance Program

to build staff capability to help support of community deliverables

- piloted a new interactive workshop –Building a Sustainable Waverley

## RISK AND SAFETY INITIATIVES

In 2013, the paper based manual safety management system was replaced with an online solution, for ease of doing business and to achieve consistency with the Occupational Health and Safety system standards AS/NZS 4801. The previous Health and Safety System included 20 Key Elements which were replaced by 7 Key Elements, with the number of policies and procedures reduced from 36 down to 25. Some of the new endorsed procedures include:

- Leadership and Accountability Procedure
- Consultation and Communication Procedure
- Managing Hazards, Incidents and Near Miss Procedure
- Health and Safety Representative and Workplace Safety Officer Procedure
- Workplace Inspection Procedure and Corrective Action Procedure.

## SAFETY TRAINING

A range of Risk and Safety training programs and initiatives were organised across the organisation since 2012 to further encourage a strong safety culture. They include:

- smooth and safe transition of new employees into Council by ensuring staff were delivered **Site Safety Inductions** by the

relevant supervisor. More than 339 employees have completed these inductions at the various Council sites/locations.

- through the **Corporate Induction Risk & Safety module** more than 309 staff were inducted into Council's Safety Management System and requirements for WHS.
- increased the capacity of 44 managers, supervisors and team leaders to lead and manage safety by developing their skills and knowledge in the core competencies for the **Certificate IV in Work Health and Safety** which include: Applying Risk Management; Understanding of (WHS) Management, and; Incident Investigation.
- continued commitment to provide training in **First Aid** and **Fire Warden Emergency Preparedness** with more than 210 staff trained since 2012.
- satisfied our statutory requirements by providing training in **Working Near Overhead Powerlines, Elevated Work Platform (EWP), Traffic Control, Backhoe and Forklift Operation, Asbestos Awareness, and Safe Work Method Statement on-the-job training.**
- satisfied our statutory requirements by providing training in Working Near Overhead Wires, Traffic Control, Backhoe and Forklift Operation.
- assisted the smooth and safe transition of new employees into Council by ensuring over 100 staff undertook and completed site safety inductions at 20 various Council sites/ locations.

- provided over 80 staff with awareness of Council's Safety Management System and approach to WHS through the **Corporate Induction Risk & Safety module.**





Health and Wellbeing Initiatives

## HEALTH AND WELLBEING INITIATIVES

In 2014, the Executive Leadership Team approved a comprehensive annual Health and Wellbeing Program for staff. Since 2015, Health and Wellbeing initiatives are delivered on a monthly basis to affect positive influence on the physical and mental wellbeing of Council employees. The Program aims to capture a number of benefits for Council including:

- reducing productivity losses
- reducing workers compensation claims
- reducing accident rate
- increasing staff engagement and teambuilding

As part of Program, initiatives covering a range of injury prevention and disease management areas were implemented, including:

- Employee Assistance Program (EAP) - confidential counselling services

- exercise and stress management fitness activities (eight weekly classes) throughout the year
- heart disease prevention and blood pressure checks
- psychological wellbeing awareness sessions
- supporting mental health awareness with R U OK? Day
- skin cancer prevention initiative
- influenza (flu shot) vaccinations
- smoking cessation awareness World No Tobacco Day
- musculoskeletal prevention ergonomic self-assessments and external assessments
- Wellness Walls providing access to fitness and mental health information

In 2016/2017, for the second year running, the Passport to Health concluded with award recognition for individuals who participated in at least eight of the delivered initiatives, of which more than 55 staff received this award.

## INCIDENT AND INJURY MANAGEMENT STATISTICS

For the fifth consecutive financial year, Council experienced a downward trend in the number of workers compensation claims and cost of claims, and increased support to injured workers with the provision of suitable duties. This reduction of staff injuries demonstrates improvements in safety culture, effective management of workplace hazards and return to work strategies.

Since 2012:

- number of annual claims have decreased by 60 per cent
- number of days lost have decreased by 70 per cent
- number of incidents reported has increased by 135 per cent, which reflects the newly introduced Hazard and Incident Notification process, and improvement in the overall safety culture across Council.

## ENTERPRISE RISK MANAGEMENT AND BUSINESS CONTINUITY

In 2014, Council's first Enterprise Risk Management Framework, System and Policy WERMS (Waverley Enterprise Risk Management System) was implemented. This was a collaborative initiative with multiple work units and involved collation of the risk profile for Council. WERMS is currently managed in Council's records management system TRIM and contains Risk Registers which are reviewed and updated annually.

In addition to WERMS, Business Continuity Plans were drafted for the relevant sites and services during this reporting period. Completion, implementation and testing of these plans is dependent on the completion of the IT Disaster Recovery Plan; the project as a whole will be consulted on and finalised in 2017/2018.

## FINANCIAL INVESTMENTS IN NON-COAL AND CARBON ALTERNATIVES

In 2016/17, Council made a resolution to invest in non-coal and carbon alternatives where equal or better returns are offered for investments. Currently, 55 per cent of Council's portfolio is invested into non-fossil fuel lending Authorised Deposit-taking Institutions (ADIs). Council's investment policy was reviewed and amended in June 2017 to include an investment and risk management framework limiting Council's direct and indirect investment in fossil fuels, and placing Waverley Council in line with global best practice investment policy.

## SIGNIFICANT FLEET REPLACEMENTS

In 2016/17, Council replaced and purchased some major fleet items which would lead to maintenance costs savings and operation efficiencies in delivering services to the community. The replacements and purchases includes:

- eight new garbage trucks to improve the existing fleet standards and ensure cleaner, cheaper and more efficient service delivery. The new trucks are quieter than the existing

fleet, with greater load capacity and require less energy to operate. This development is in line with ratepayers' expectations of effective, modern and clean delivery of essential services.

- a new beach tractor to ensure that Waverley's internationally-renowned beaches are cleaner and more aesthetically-pleasing to both ratepayers and visitors. Our beaches are the centerpiece of Waverley's unmatched natural splendours, and this acquisition will help us keep our beaches in their most pristine state.

Three new street sweepers to help ensure that streets are kept clean, storm-water drains are clear and waterways remain unpolluted. The new sweepers are a vast improvement on the current fleet and will absorb more refuse, function quietly and are safer to operate. This constitutes a great success for Council and for the ratepayers.

## PARKING PRICING REVIEW

Council at its meeting in May 2014, voted in support of a review into Waverley's on and off-street parking prices and a Working Group was established. A series of recommendations proposed by the working group, were adopted by Council at its meeting in March 2015 with the majority of the changes to on and off-street parking pricing rolled out from June 2015. Key changes include:

- a reduction in the rate of parking on Bronte Road in Bronte
- free parking in Bronte Cutting during the winter months of June, July and August

- reduced parking meter hours of operation at Bondi Beach car park from 7am–12am to 7am–10pm

- free parking in the Bondi Beach car park after 7pm during the winter months of June, July and August

- free parking on Sundays along Grafton Street in Bondi Junction between Leswell and Newland street

- the free parking period at the Library car park increased to two hours for users of the Library and Mill Hill Community and Seniors Centre

- 25 per cent discount to the first Residential Parking Permit price for pensioners and concession card holders.



# Section 02.

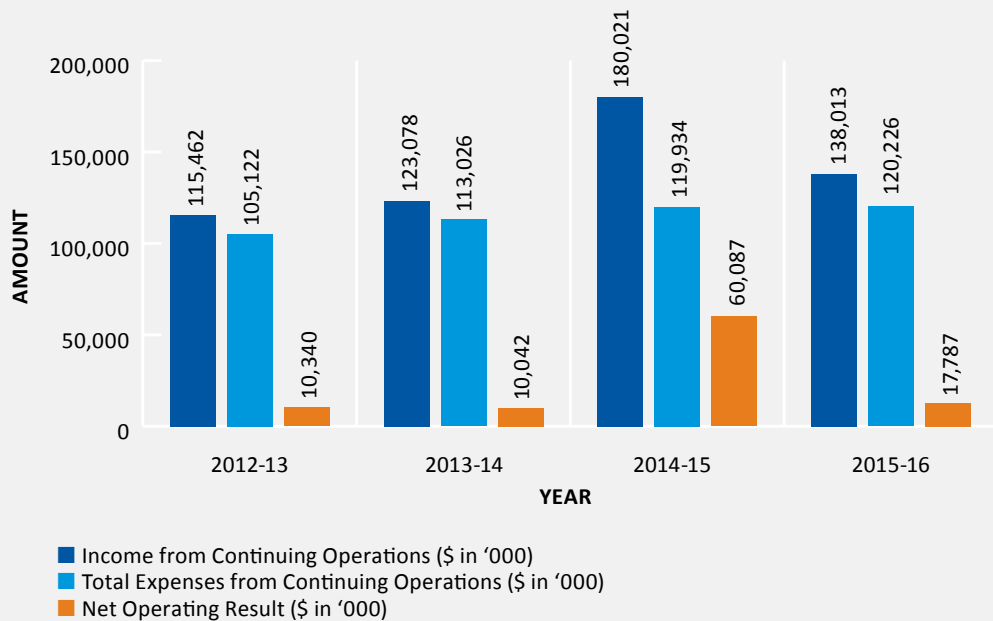
## QUANTITATIVE REVIEW

The Quantitative review of Performance against Waverley Together 3 is based on Community Survey 2016 and Audited Financial Statements

# OUR FINANCIAL SNAPSHOT 2012-2016

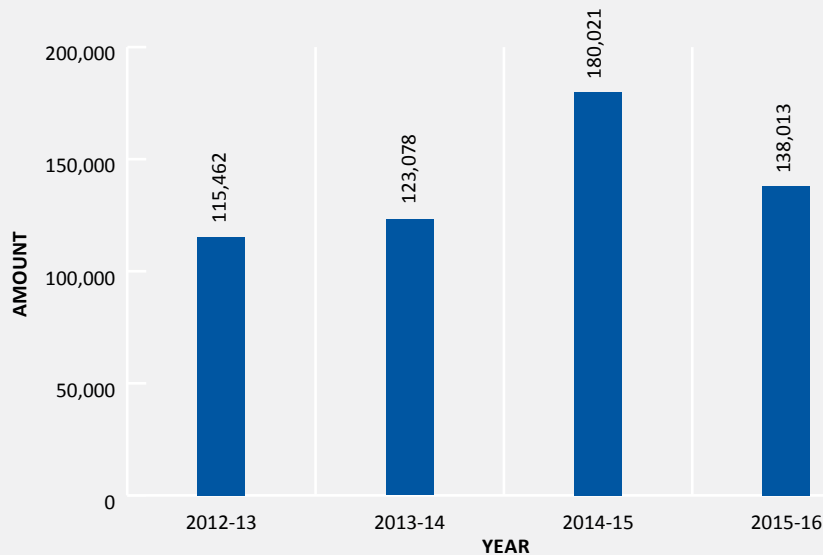
Council is in a very stable financial position, and are making great progress on our infrastructure backlog. Enclosed below is a snapshot of key financial trends for the period 2012-2016.

**TABLE 1: INCOME STATEMENTS 2012-2016: INCOME, EXPENSES AND NET OPERATING RESULT**

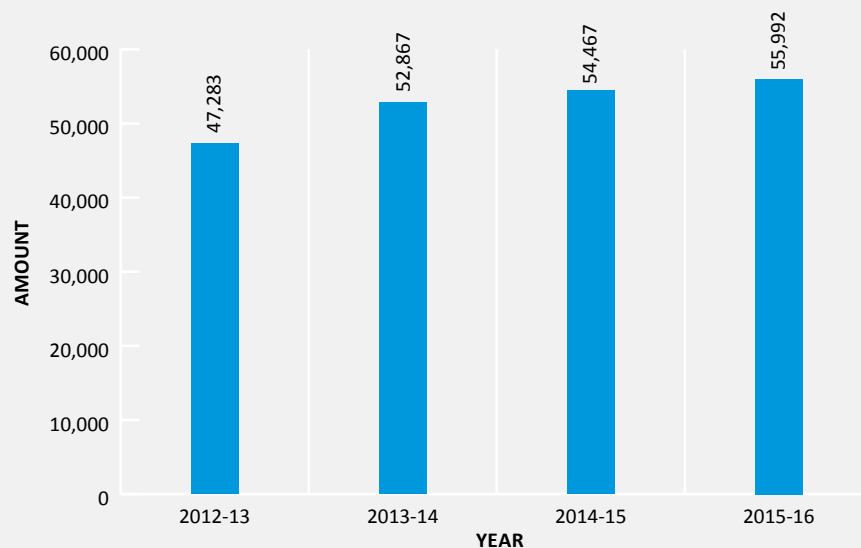
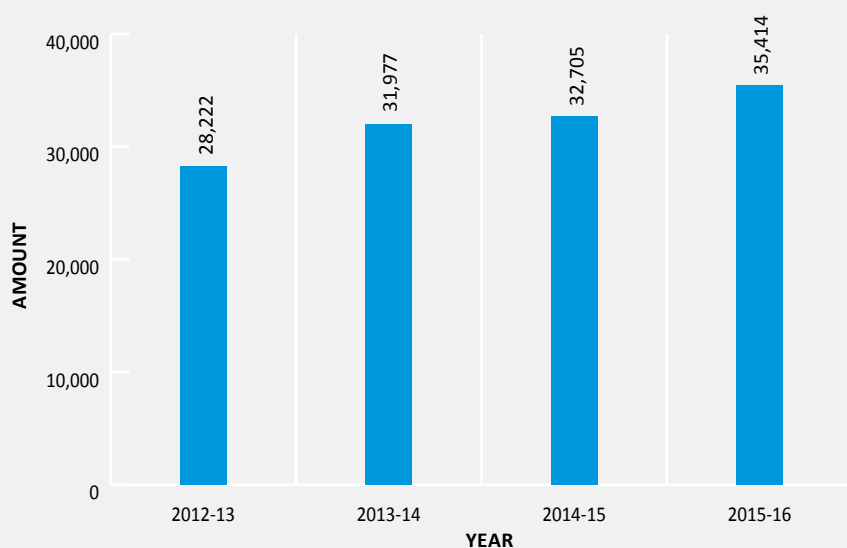


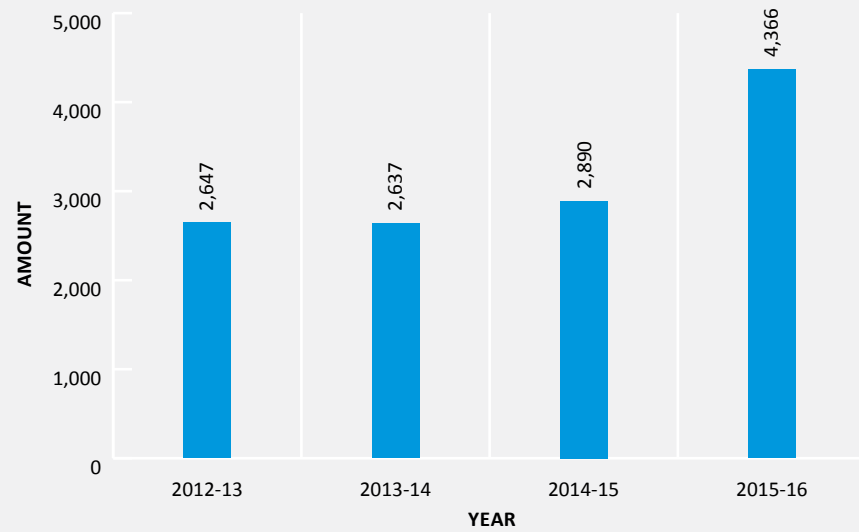
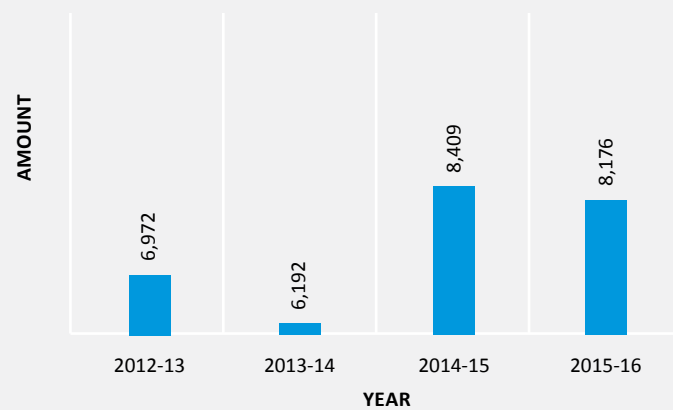
## CASH INFLOWS

**TABLE 2: TOTAL INCOME FROM CONTINUING OPERATIONS (\$'000)**





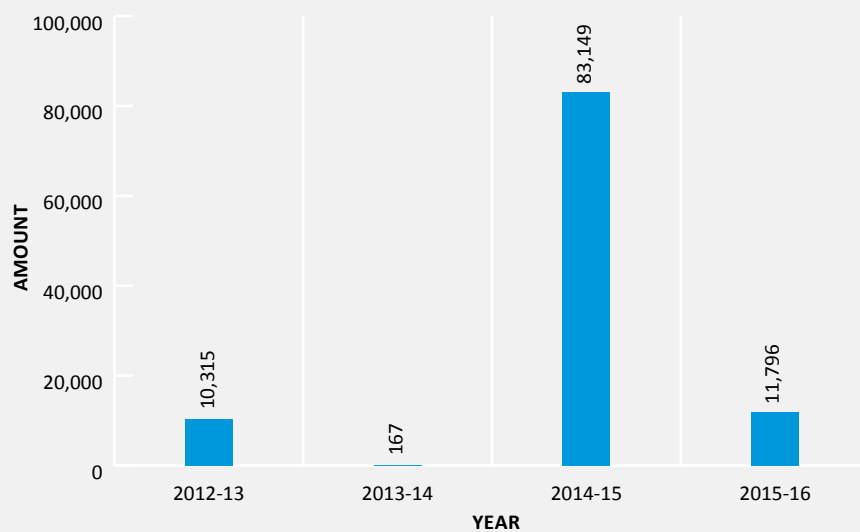
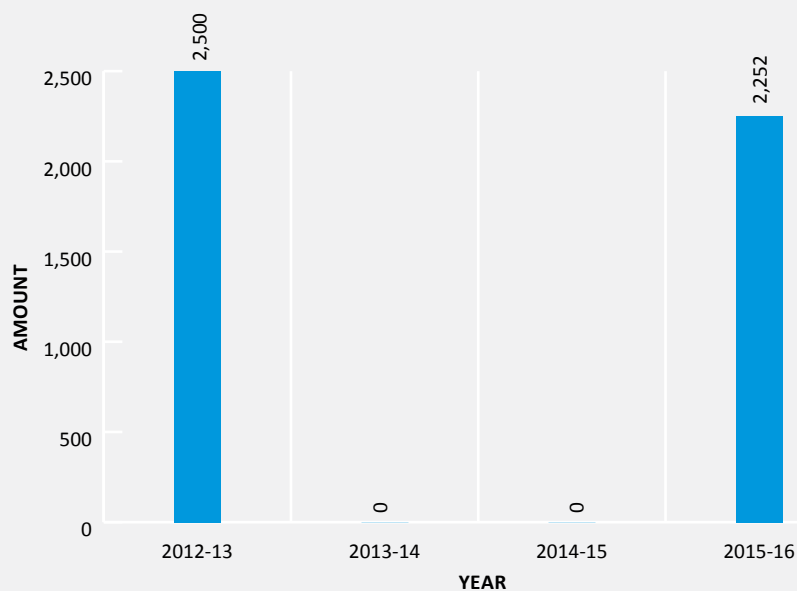
**TABLE 3: RATES AND ANNUAL CHARGES REVENUE (\$'000)****TABLE 4: USER CHARGES AND FEE REVENUE (\$'000)**

**TABLE 5: INTEREST AND INVESTMENT REVENUE (\$'000)****TABLE 6: GRANTS INCOME – OPERATING AND CAPITAL (\$'000)**



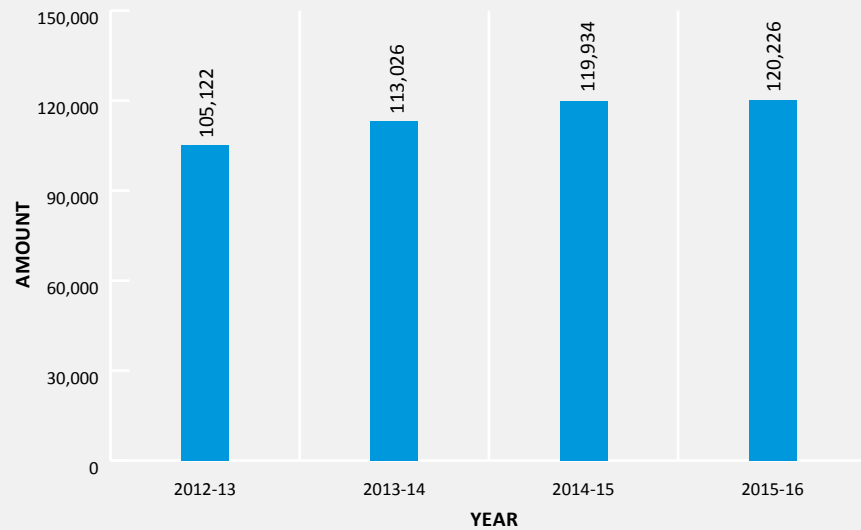
**TABLE 7: SALE PROCEEDS FROM INFRASTRUCTURE, PLANNING AND PROPERTY EQUIPMENT (\$'000)**

In 2014-15, the sale proceeds were 83.1 million with the Zetland depot sale.

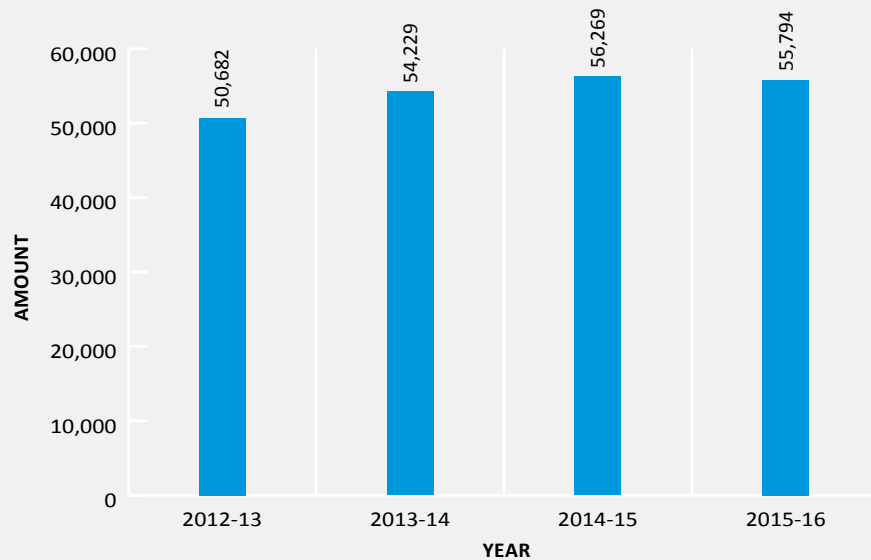
**TABLE 8: NEW LOAN BORROWINGS AND ADVANCES (\$'000)**

## CASH OUTFLOWS

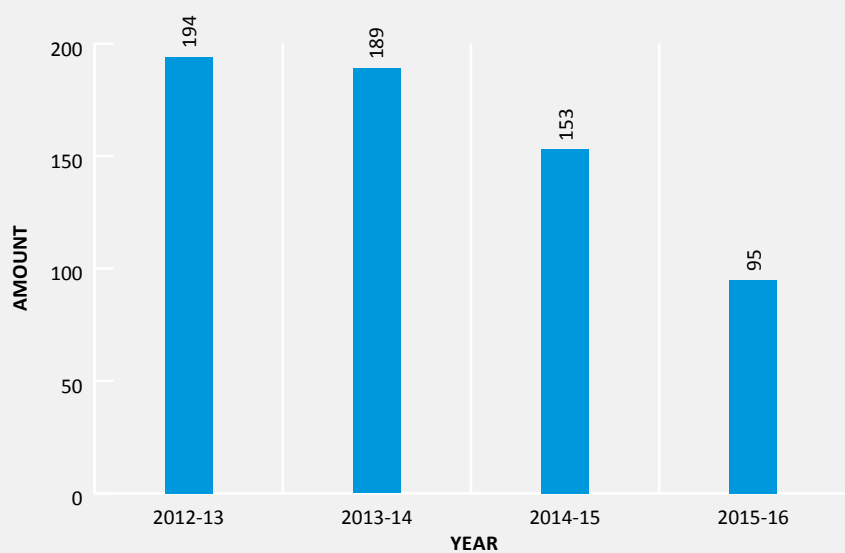
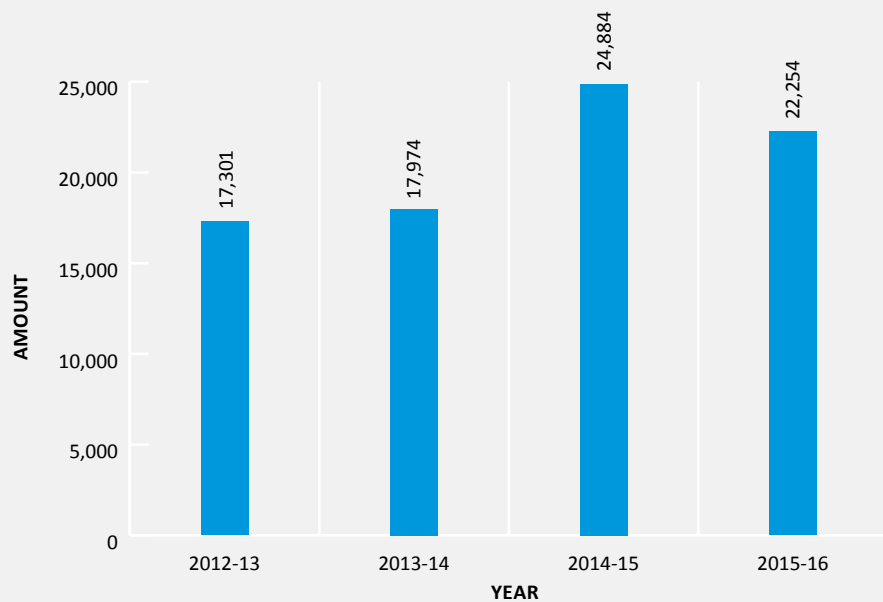
**TABLE 9: TOTAL EXPENSES FROM CONTINUING OPERATIONS (\$'000)**



**TABLE 10: EMPLOYEE BENEFITS AND ON-COST EXPENSES (\$'000)**





**TABLE 11: BORROWING COSTS (\$'000)****TABLE 12: MATERIALS AND CONTRACTS EXPENSES (\$'000)**

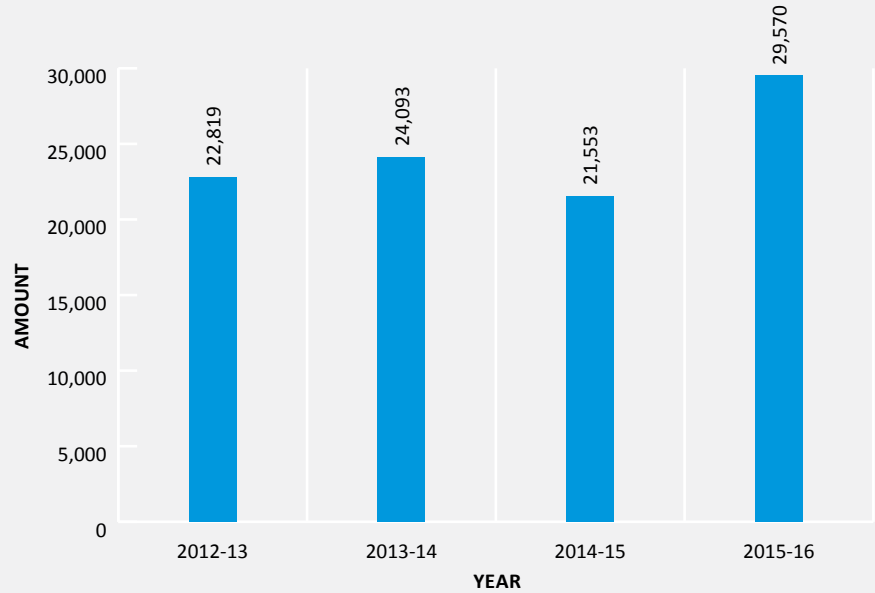
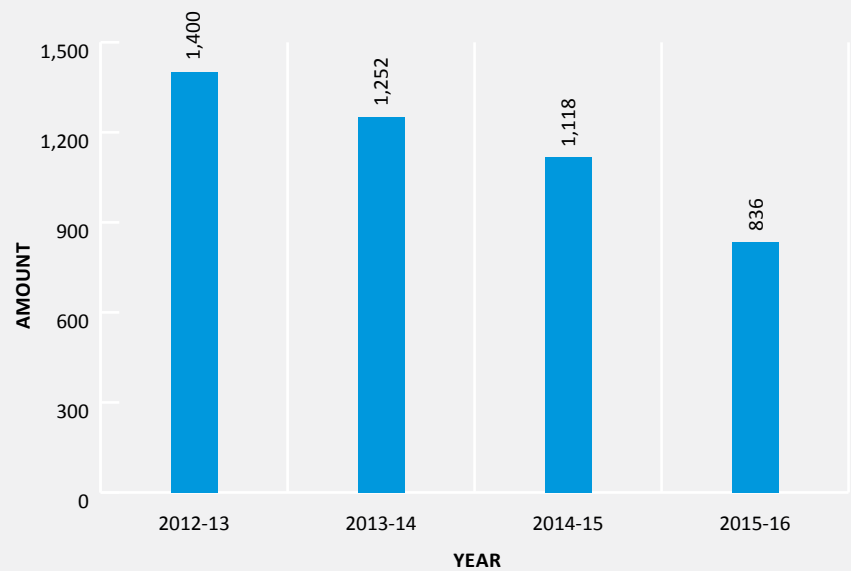
**TABLE 13: TOTAL CASH PURCHASES OF INFRASTRUCTURE, PLANNING AND PROPERTY EQUIPMENT (\$'000)****TABLE 14: TOTAL LOAN REPAYMENTS INCL. FINANCE LEASES (\$'000)**

TABLE 15: CURRENT ASSET AND LIABILITIES (\$'000)

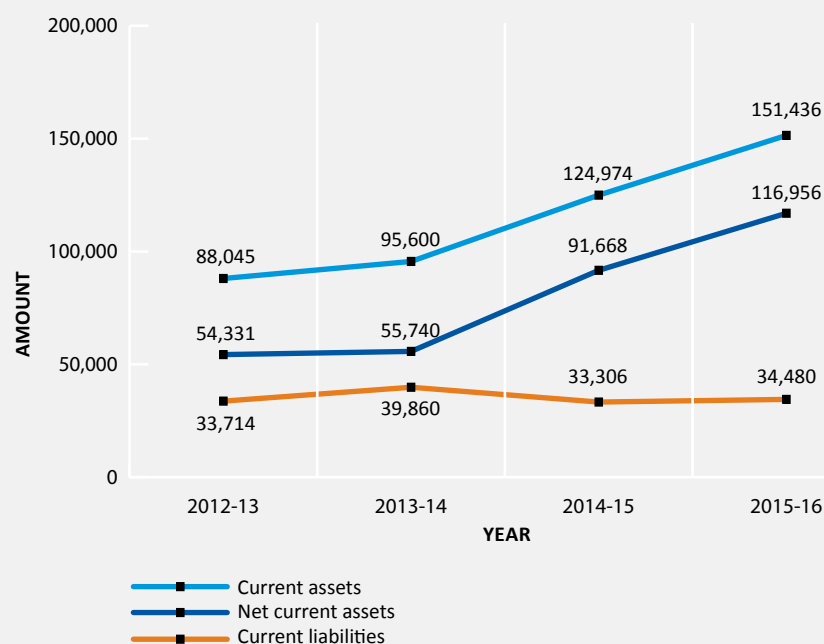
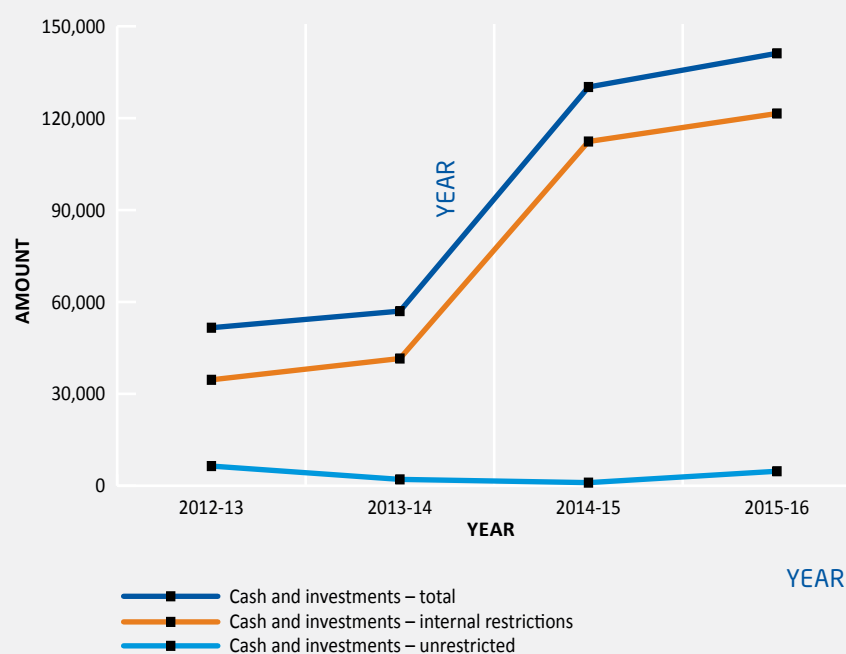


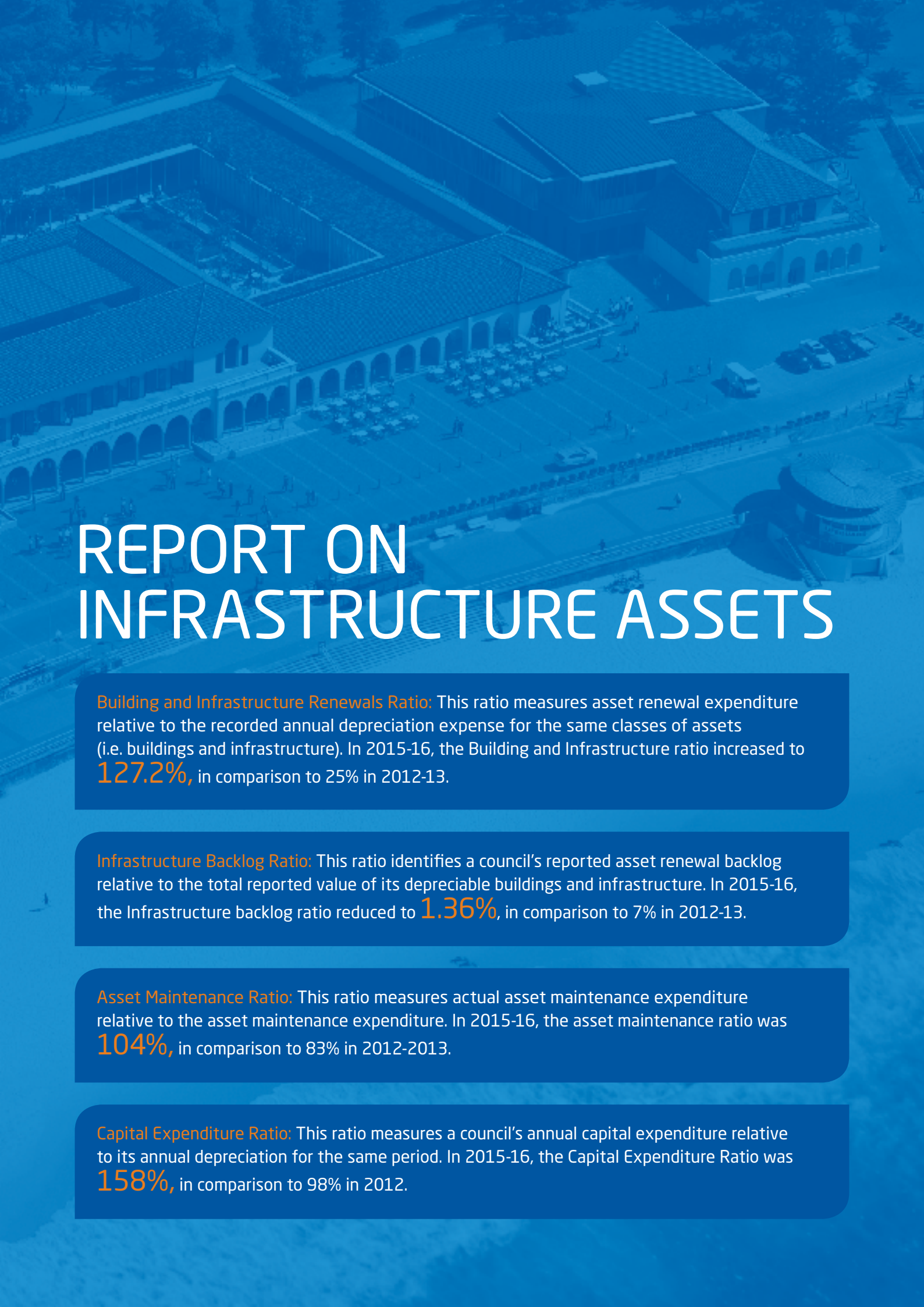
TABLE 16: CASH AND INVESTMENTS (\$'000)



**Cash Expense Cover Ratio:** The liquidity ratio indicates the number of months of expenditure requirements that can be met with available cash and term deposit balances without the need for additional cash inflow. For 2016, this ratio stood at 12.61 months compared to the benchmark of 3.

**Unrestricted Current Ratio:** The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due. In 2016, after eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$124.284 million representing a factor of 11.84 to 1.





# REPORT ON INFRASTRUCTURE ASSETS

**Building and Infrastructure Renewals Ratio:** This ratio measures asset renewal expenditure relative to the recorded annual depreciation expense for the same classes of assets (i.e. buildings and infrastructure). In 2015-16, the Building and Infrastructure ratio increased to **127.2%**, in comparison to 25% in 2012-13.

**Infrastructure Backlog Ratio:** This ratio identifies a council's reported asset renewal backlog relative to the total reported value of its depreciable buildings and infrastructure. In 2015-16, the Infrastructure backlog ratio reduced to **1.36%**, in comparison to 7% in 2012-13.

**Asset Maintenance Ratio:** This ratio measures actual asset maintenance expenditure relative to the asset maintenance expenditure. In 2015-16, the asset maintenance ratio was **104%**, in comparison to 83% in 2012-2013.

**Capital Expenditure Ratio:** This ratio measures a council's annual capital expenditure relative to its annual depreciation for the same period. In 2015-16, the Capital Expenditure Ratio was **158%**, in comparison to 98% in 2012.



# COMMUNITY SURVEY 2016 KEY FINDINGS

## BACKGROUND

Early 2016, Council engaged Micromex Research to independently conduct a statistically valid community survey to review progress made against community vision and key service areas in Waverley Together 3. The survey was launched in February 2016 and gathered information that:

- Measured satisfaction with Council's performance overall
- Measured indicators identified in the End of term reporting
- Assessed importance and satisfaction with Council provided services and facilities
- Derived relative importance of Council provided services and facilities

## HERE IS A SUMMARY OF KEY FINDINGS FROM THE SURVEY

### Overall Satisfaction with Council Performance

Waverley Council is providing a generally positive level of satisfaction, with 86% of residents rating Council's performance in the satisfactory rating category as per the Community Survey 2016.

Overall, 55% of residents agreed that Council-provided facilities and services are good value for money, whilst just over a third retained a non-committal rating of 'neither agree nor disagree'. Only 9% disagreed.

### Community perceptions of progress towards the Community Vision

Compared to 2012, there was a significant increase in resident's level of agreement/satisfaction with 22 key services /facilities that are linked to our community vision elements and decrease in agreement in 12 key services / facilities areas. It is important to note that the decrease or drop in perception does not mean initiatives are not in place in these areas. These may be driven by respondents' understanding of the existing initiatives that are in place and also increase in expectations.



Community Vision Elements	2016 (Mean)	2012 (Mean)	QBL Link
You feel safe during the day	↑ 4.73	4.41	Community
You feel safe during the night	↑ 4.26	3.98	Community
You feel safe using public facilities	↑ 4.30	3.86	Community
You feel safe at Waverley beaches	↑ 4.57	3.37	Community
Graffiti is adequately controlled	↑ 3.90	3.41	
Police services in Waverley are responsive and effective	↑ 4.00	3.67	Community
Shops and services in shopping areas meet residents' needs	↑ 4.12	3.95	Living
There is urban vitality and a good lifestyle quality in Waverley	↑ 4.20	3.24	Living
Sporting facilities in the area meet your needs	↑ 3.81	3.67	Community
Living in Waverley gives you a sense of living in a community	↑ 3.75	3.59	Community
Our indigenous heritage in Waverley is valued and being preserved	↓ 2.76	2.98	Community
Reconciliation with our indigenous population is progressing in Waverley	↓ 2.62	3.21	Community
The Waverley community is compassionate and supportive of the most vulnerable in society	↓ 3.11	3.29	Community
Children's services are adequate	↑ 3.47	3.18	Community
Quality tertiary education is available and accessible in Waverley	↓ 2.98	3.27	Community
There is a good range of community groups and support networks for residents	↓ 3.32	3.59	Community
Quality library services are available and accessible in Waverley	↑ 3.97	3.25	Community
There is a good range of opportunities for cultural and artistic activities and expression	↑ 3.67	3.02	Community
Planning for local economic growth and development is adequate	↑ 3.35	3.05	Living
Planning for residential development	↓ 2.82	2.97	Living
Control of building activity	↓ 2.80	2.95	Living
Waverley Council area attracts and supports a variety of businesses	↑ 3.70	3.40	Living



Community Vision Elements	2016 (Mean)	2012 (Mean)	QBL Link
The natural environment is respected	↓ 3.63	3.87	Environment
Pollution in Waverley is adequately controlled	↑ 3.89	3.68	Environment
Maintenance of the streetscapes	↑ 3.44	3.17	Living
Maintenance of parks	↑ 3.93	3.75	Living
Sporting and recreational facilities	↑ 3.72	3.47	Community
Maintenance of footpaths	↑ 3.26	3.09	Living
Garbage collection services for your property	↑ 4.28	4.10	Environment
Recycling services for your property	↑ 4.25	4.08	Environment
Council adequately considers community concerns and views in making decisions	↓ 2.95	3.09	Governance
Council operates in an open and honest manner	↓ 3.06	3.27	Governance
Information about Council and its decisions is clear and accessible	↓ 2.99	3.42	Governance
There is a good range of mechanisms and opportunities to become involved in decision making when you wish	↓ 2.97	3.25	Governance



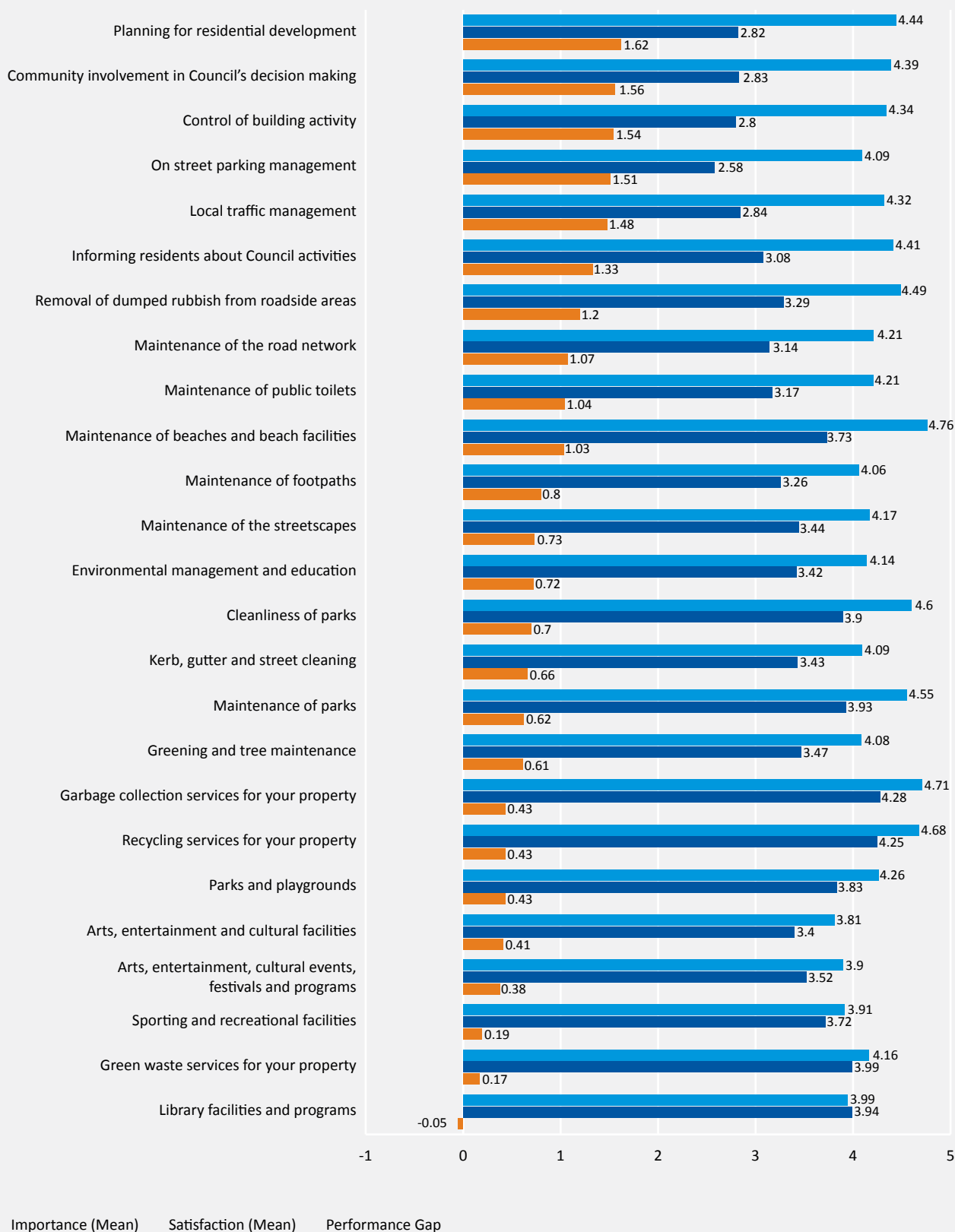
Hall Street Parklet

### IMPORTANCE, SATISFACTION AND RELATIVE PERFORMANCE GAP: KEY FINDINGS

When analysing performance gap data, it is important to consider both stated importance, satisfaction and the absolute size of the performance gap. Increase in importance for services and facilities might lead to drop in satisfaction for some services/facilities. This is not to be misinterpreted as underperformance.

An analysis of the top 10 largest performance gaps reflects that the importance rating for these services/facilities are rated as high to extremely high, the resident satisfaction in these areas range from moderate to moderately high

**TABLE 17: IMPORTANCE/SATISFACTION AND RELATIVE PERFORMANCE GAP  
(COMMUNITY SURVEY FEBRUARY 2016)**



*An analysis of the top 10 largest performance gaps reflects that the importance rating for these services/facilities are rated as high to extremely high, the resident satisfaction in these areas range from moderate to moderately high.*

## TOP FIVE IMPORTANCE AREAS

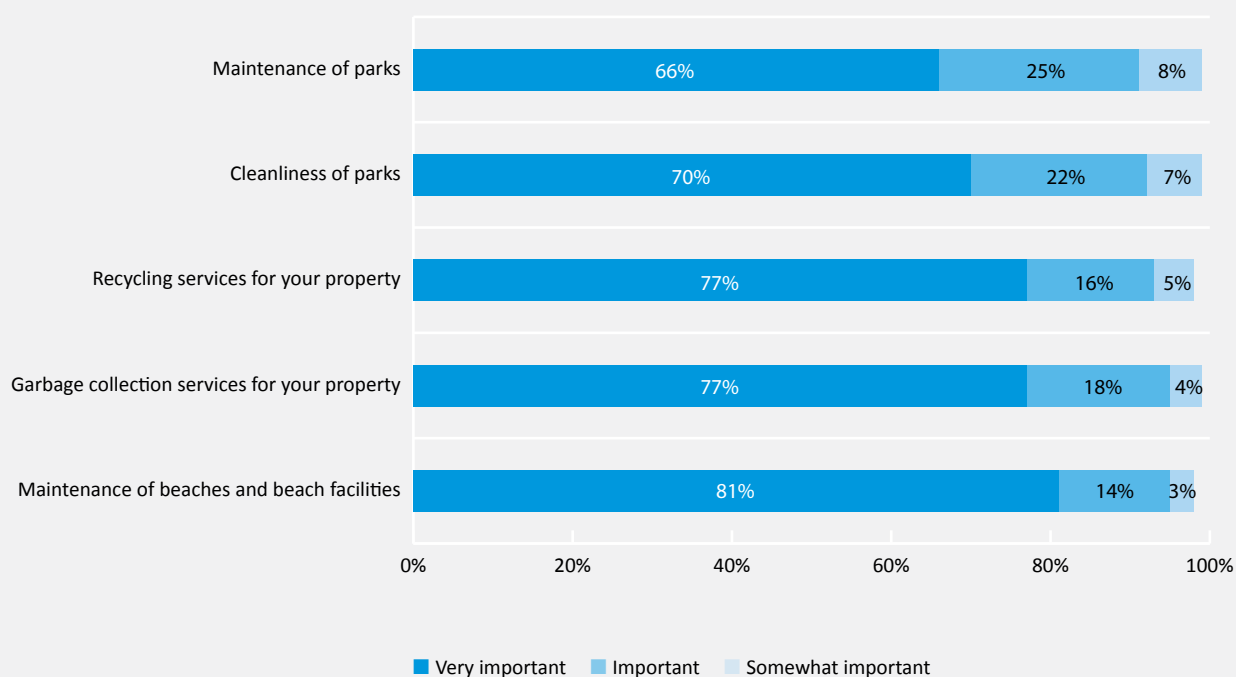
The five criteria rated the highest in importance by the community scored 'extremely high' ratings. Whilst 'maintenance of beaches and beach facilities' was considered the most important, cleanliness took the next three placings for 'garbage collection services for your property', 'recycling services for your property' and 'cleanliness of parks'. 'Maintenance of parks' was rated fifth, rounding out a set of priorities for a community that clearly values the presentation of its LGA.

## TOP FIVE SATISFACTION AREAS

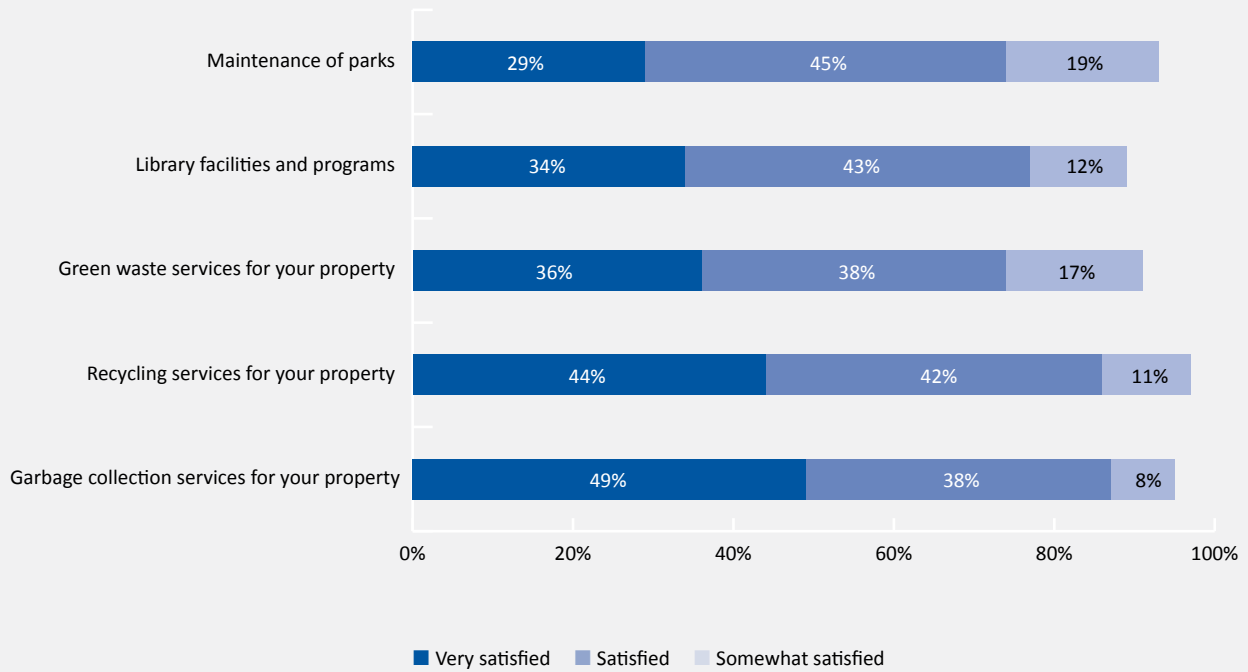
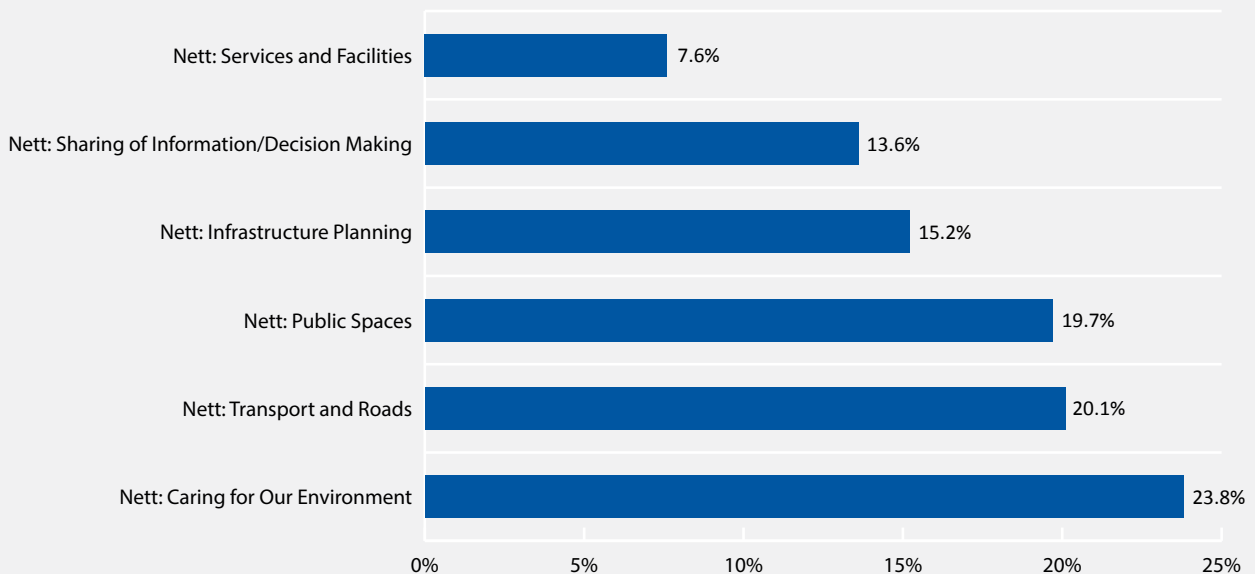
Three of the top five satisfaction ratings corresponded with criteria in the top 5 importance, being 'garbage collection services for your property', 'recycling services for your property', and 'maintenance of parks'. 'Green waste services for your property' rounded out the top 3 placings being awarded to the 3 garbage collection services for properties. The remaining place in the top 5 was accounted for by 'library facilities and programs'.

Management of traffic and street parking, control of building activity and planning for residential development, and community involvement in Council's decision making, were the areas of least satisfaction for residents.

**TABLE 18: TOP 5 IMPORTANCE CRITERIA (COMMUNITY SURVEY FEBRUARY 2016)**





**TABLE 19: TOP 5 SATISFACTION CRITERIA (COMMUNITY SURVEY FEBRUARY 2016)****TABLE 20: CONTRIBUTION OF KEY SERVICE AREAS TO OVERALL COMMUNITY SATISFACTION (COMMUNITY SURVEY FEBRUARY 2016)**

*Caring for Our Environment is the key contributor towards overall community satisfaction with Council performance.*

# KEY SERVICE AREA: CARING FOR OUR ENVIRONMENT

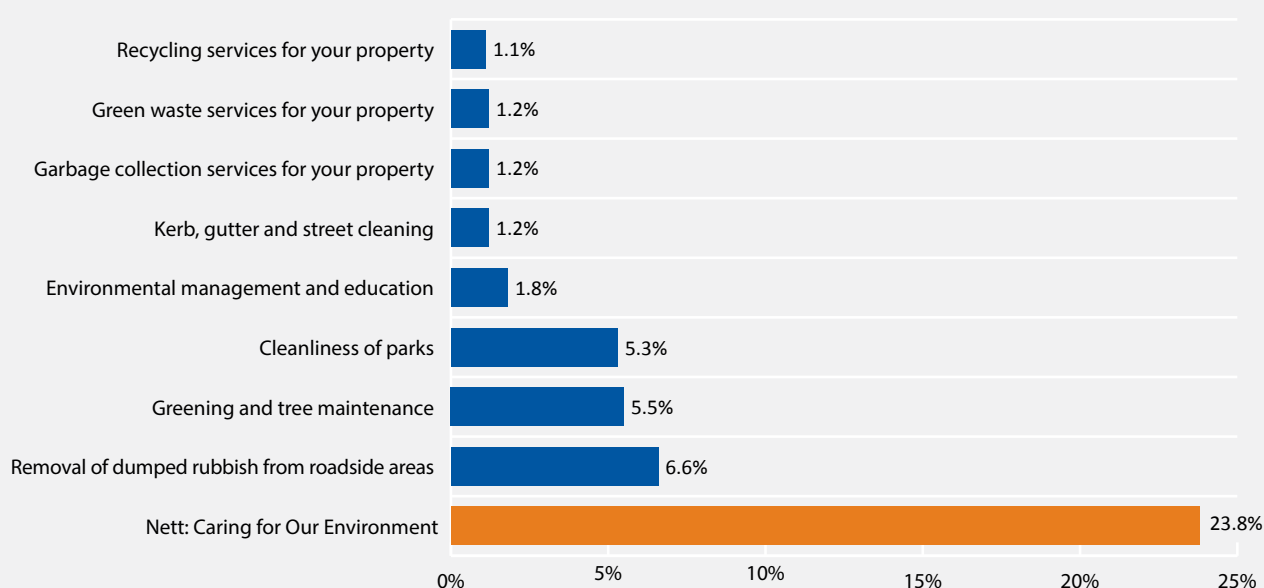
## Services and facilities explored included:

- Cleanliness of parks
- Green waste services for your property
- Kerb, gutter and street cleaning
- Removal of dumped rubbish from roadside areas
- Garbage collection services for your property
- Recycling services for your property
- Greening and tree maintenance
- Environmental management and education

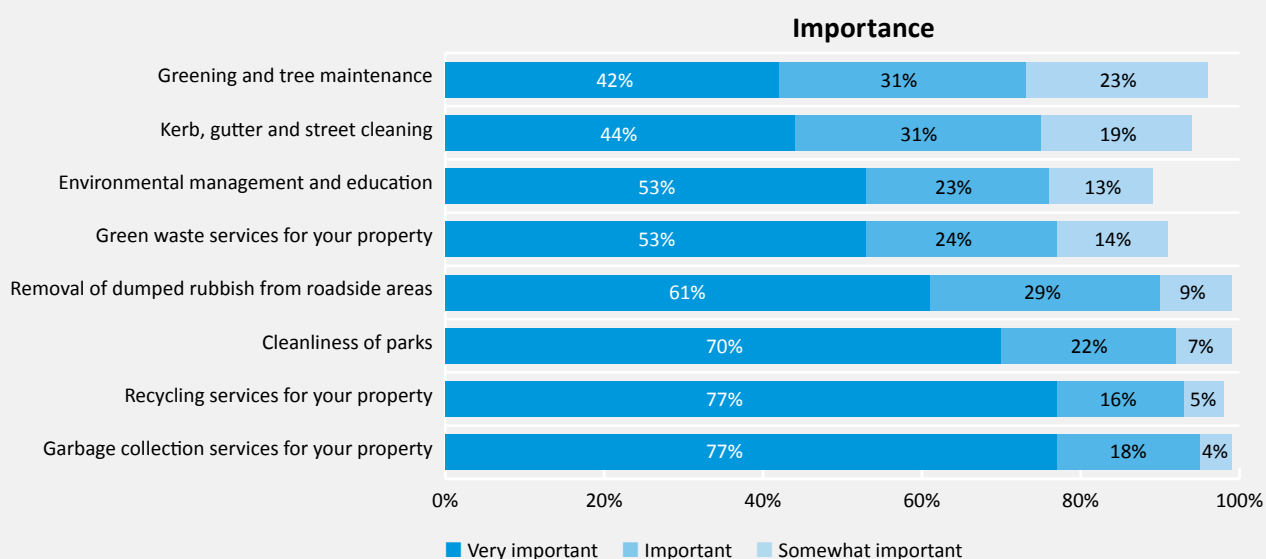
## Contribution to Overall Satisfaction with Council

Council's performance in the areas below accounts for almost 24% of overall satisfaction, based on the regression analysis.

**TABLE 21: CONTRIBUTION OF KEY SERVICE AREA CARING FOR OUR ENVIRONMENT TO OVERALL COMMUNITY SATISFACTION (COMMUNITY SURVEY FEBRUARY 2016)**

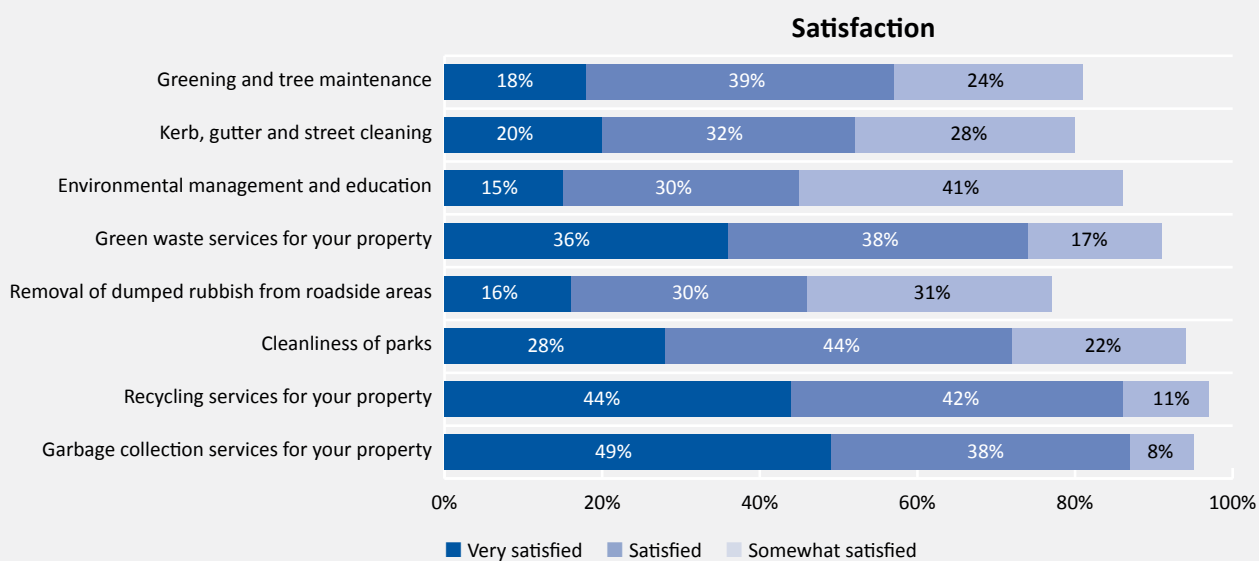


**TABLE 22: KEY SERVICE AREA: CARING FOR OUR ENVIRONMENT IMPORTANCE RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



Respondents rated Garbage collection services for property, Removal of dumped rubbish from roadside areas and Cleanliness of parks with 99% importance ratings and Recycling services for property and Green and tree maintenance 98% importance ratings.

**TABLE 23: KEY SERVICE AREA: CARING FOR OUR ENVIRONMENT SATISFACTION RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



Respondents rated Recycling services for property, Garbage collection services for property, and Cleanliness of parks with 97%, 95% and 94% satisfaction ratings under the Caring for the Environment.



# KEY SERVICE AREA: TRANSPORT AND ROADS

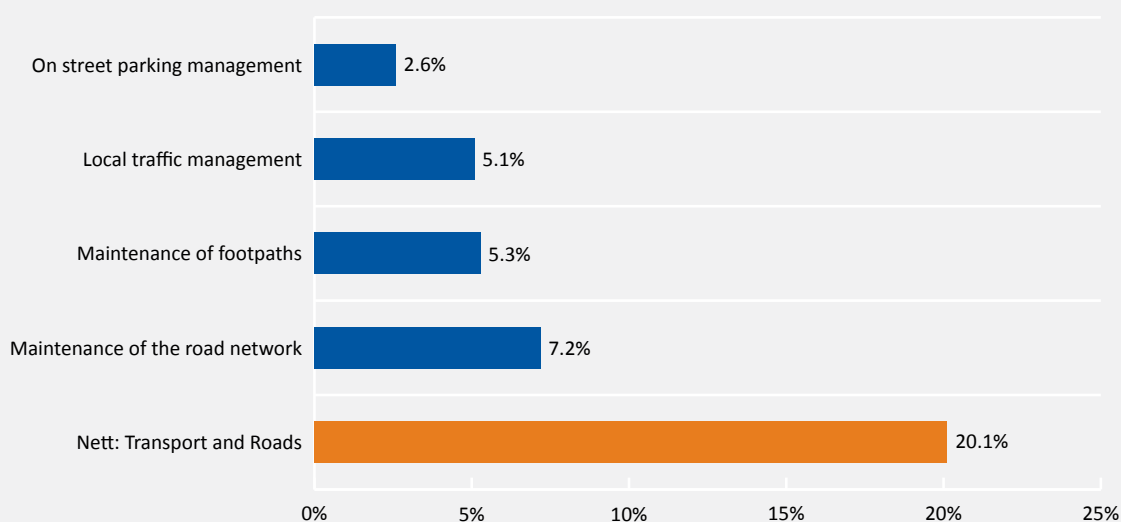
## Services and facilities explored included:

- Maintenance of the road network
- Local traffic management
- Maintenance of footpaths
- On street parking management

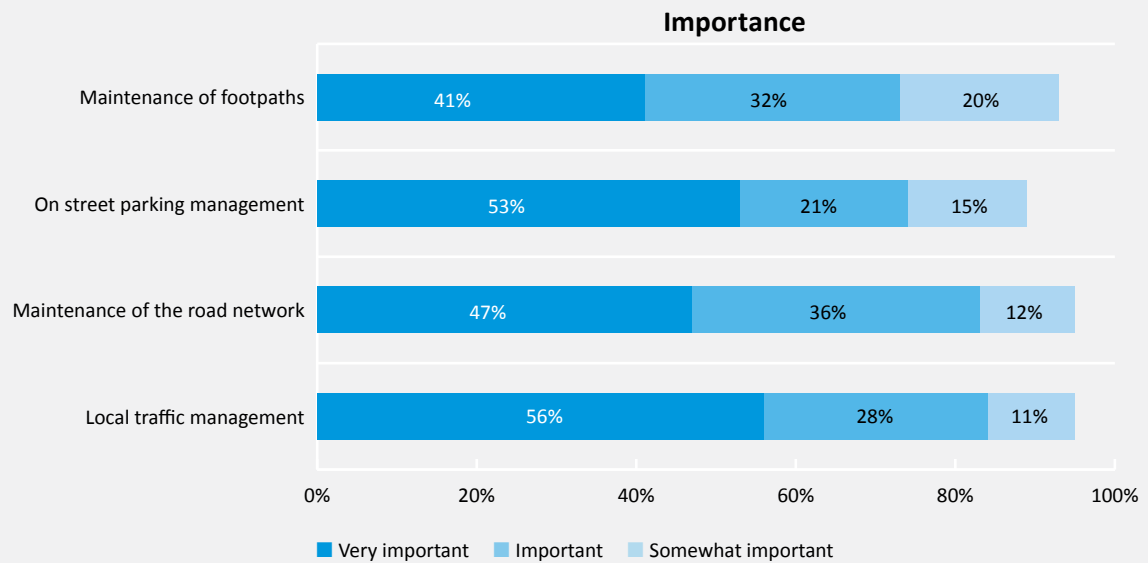
## Contribution to Overall Satisfaction with Council

Council's performance in the areas below accounts for over 20% of overall satisfaction, based on the regression analysis.

**TABLE 24: CONTRIBUTION OF KEY SERVICE AREA TRANSPORT AND ROADS  
TO OVERALL COMMUNITY SATISFACTION (COMMUNITY SURVEY FEBRUARY 2016)**



**TABLE 25: KEY SERVICE AREA: TRANSPORT AND ROADS IMPORTANCE RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated importance of Maintenance of the road network 95%, Maintenance of footpaths as 93% and on street parking management as 89% importance rating*

**TABLE 26: KEY SERVICE AREA: TRANSPORT AND ROADS SATISFACTION RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated Maintenance of footpaths 80% and Maintenance of road with 75% satisfaction ratings under Transport and Roads.*

# KEY SERVICE AREA: PUBLIC SPACES

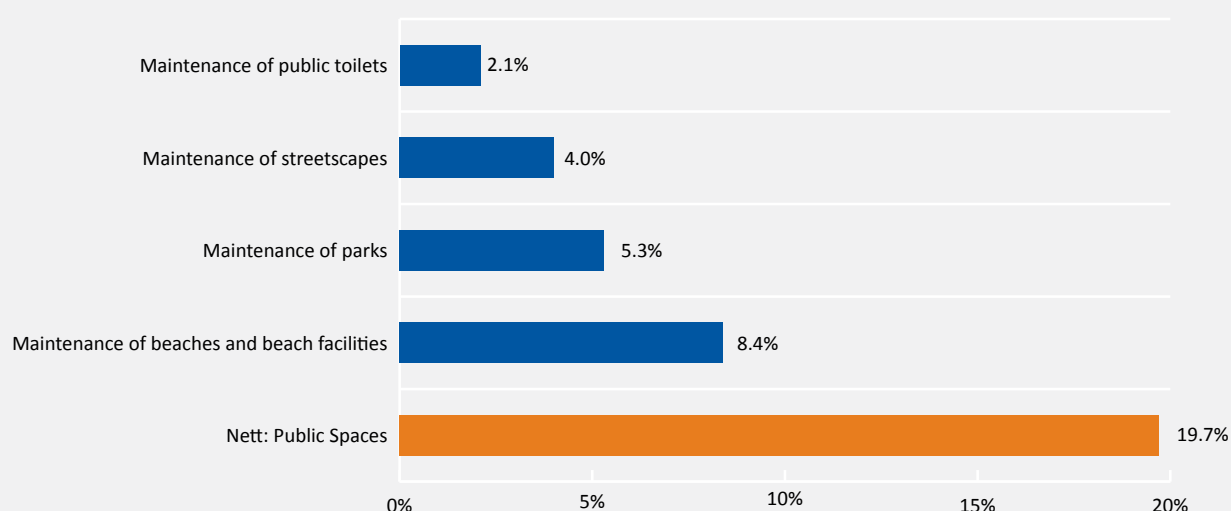
## Services and facilities explored included:

- Maintenance of the streetscapes
- Maintenance of parks
- Maintenance of beaches and beach facilities
- Maintenance of public toilets

## Contribution to Overall Satisfaction with Council

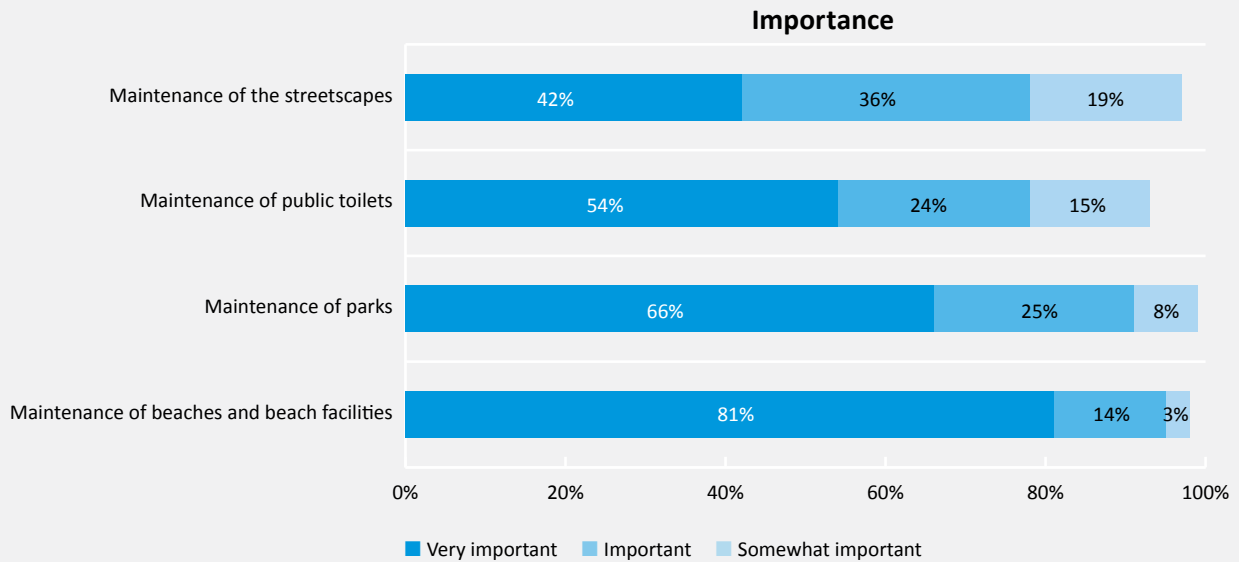
Council's performance in the areas below accounts for almost 20% of overall satisfaction, based on the regression analysis.

**TABLE 27: CONTRIBUTION OF KEY SERVICE AREA PUBLIC SPACES TO OVERALL COMMUNITY SATISFACTION (COMMUNITY SURVEY FEBRUARY 2016)**



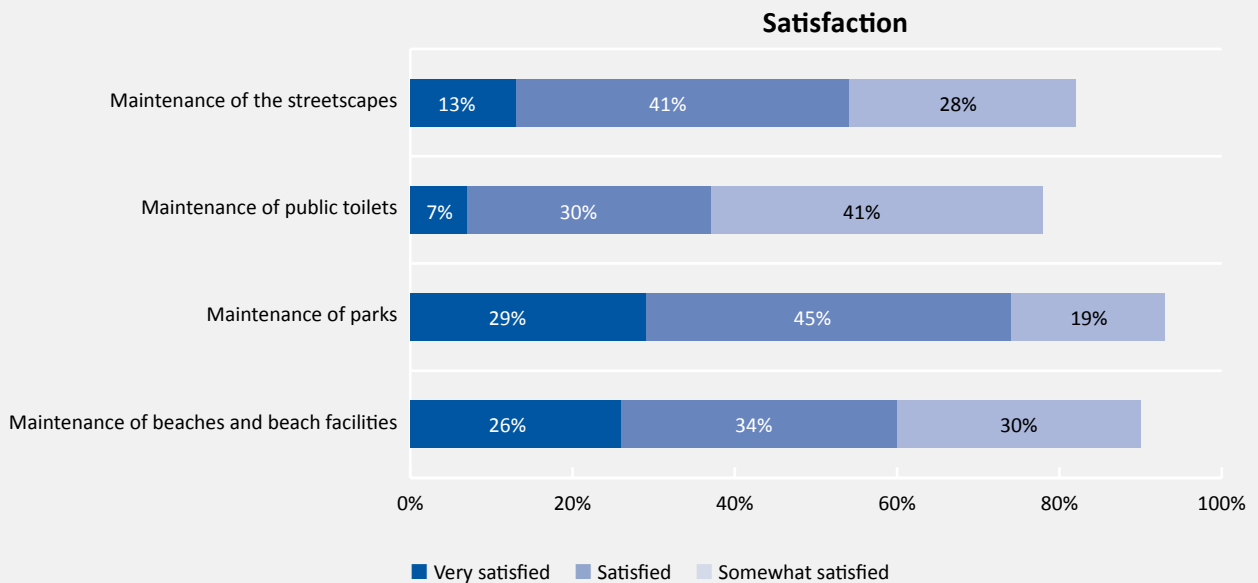


**TABLE 28: KEY SERVICE AREA: PUBLIC SPACES IMPORTANCE RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated Maintenance of parks 99%, Maintenance of beaches and beach facilities 98%, Maintenance of the streetscapes 97% and Maintenance of public toilets 93% importance ratings.*

**TABLE 29: KEY SERVICE AREA: PUBLIC SPACES SATISFACTION RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated Maintenance of parks with an overall satisfaction rating of 93% and Maintenance of beaches and parks at 90%.*

# KEY SERVICE AREA: SERVICES AND FACILITIES

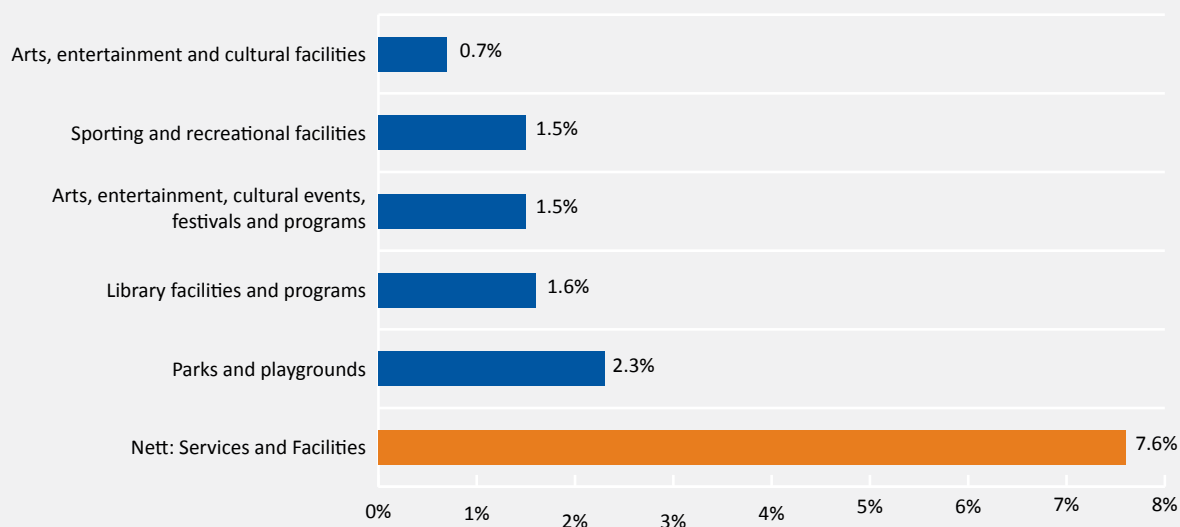
## Services and facilities explored included:

- Arts, entertainment, cultural events, festivals and programs
- Sporting and recreational facilities
- Parks and playgrounds
- Library facilities and programs
- Arts, entertainment and cultural facilities

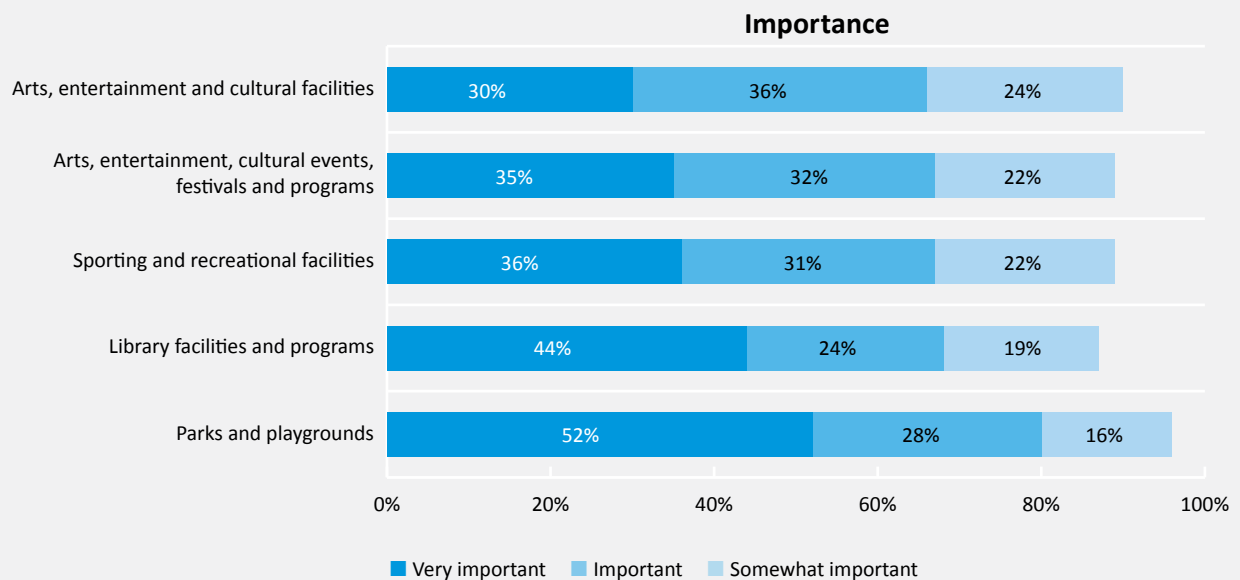
## Contribution to Overall Satisfaction with Council

Council's performance in the areas below accounts for almost 8% of overall satisfaction, based on the regression analysis.

**TABLE 30: CONTRIBUTION OF KEY SERVICE AREA SERVICES AND FACILITIES  
TO OVERALL COMMUNITY SATISFACTION (COMMUNITY SURVEY FEBRUARY 2016)**

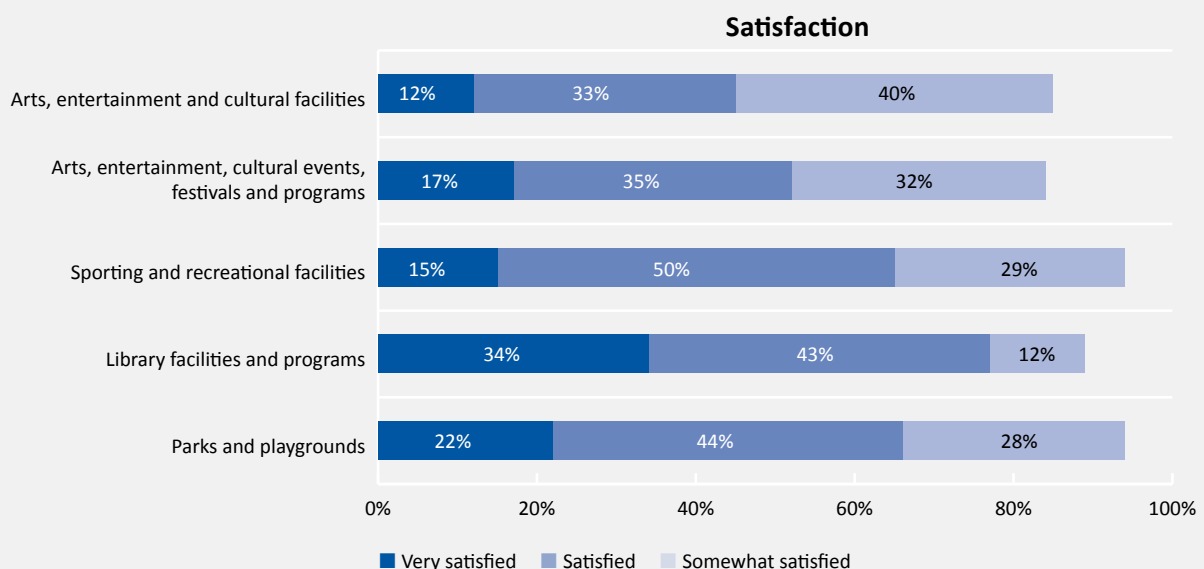


**TABLE 31: SERVICES AND FACILITIES IMPORTANCE RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



Respondents rated Maintenance of Parks and Playgrounds an importance rating of 96% followed by Sporting and recreational facilities, Art, entertainment, cultural events, festivals and programs and Arts, entertainment and cultural facilities at 89% each.

**TABLE 32: SERVICES AND FACILITIES SATISFACTION RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



Respondents rated Parks and Playgrounds and Sporting and recreational facilities 94%, Library facilities and programs 89%, Art, entertainment and cultural facilities 85% and Arts, entertainment, cultural events, festivals and programs 84% satisfaction ratings .



# KEY SERVICE AREA: INFRASTRUCTURE PLANNING

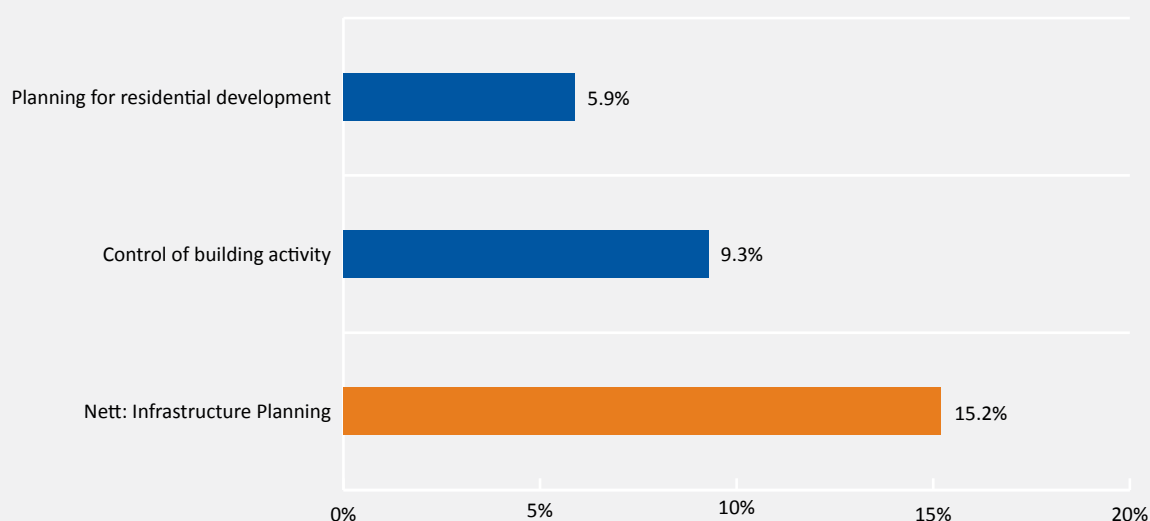
## Services and facilities explored included:

- Planning for residential development
- Control of building activity

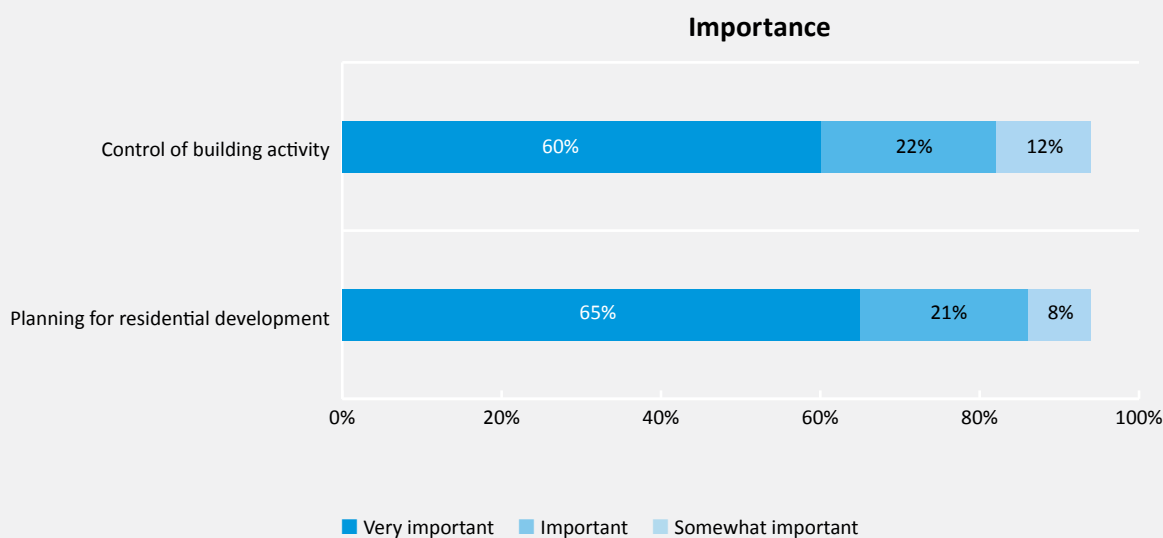
## Contribution to Overall Satisfaction with Council

Council's performance in the areas below accounts for over 15% of overall satisfaction, based on the regression analysis.

**TABLE 33: CONTRIBUTION OF KEY SERVICE AREA INFRASTRUCTURE PLANNING TO OVERALL COMMUNITY SATISFACTION (COMMUNITY SURVEY FEBRUARY 2016)**

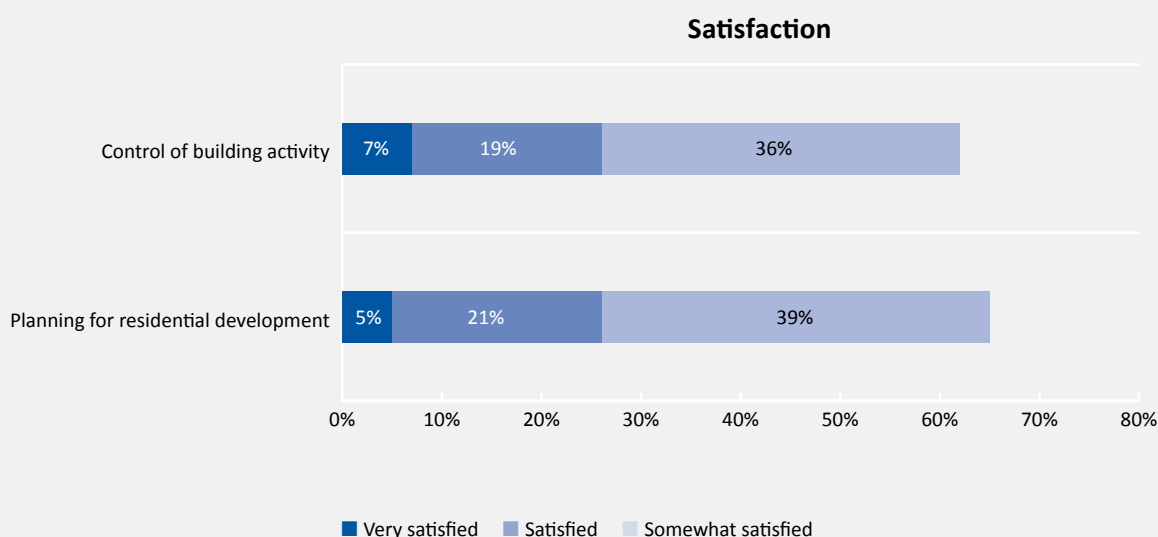


**TABLE 34: KEY SERVICE AREA: INFRASTRUCTURE PLANNING IMPORTANCE RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated Planning for residential development and Control of building activity an o importance rating of 94% each*

**TABLE 35: KEY SERVICE AREA: INFRASTRUCTURE PLANNING SATISFACTION RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated Planning for residential development and Control of building activity a satisfaction rating of 65% and 62% respectively.*

# KEY SERVICE AREA: SHARING OF INFORMATION/ DECISION MAKING

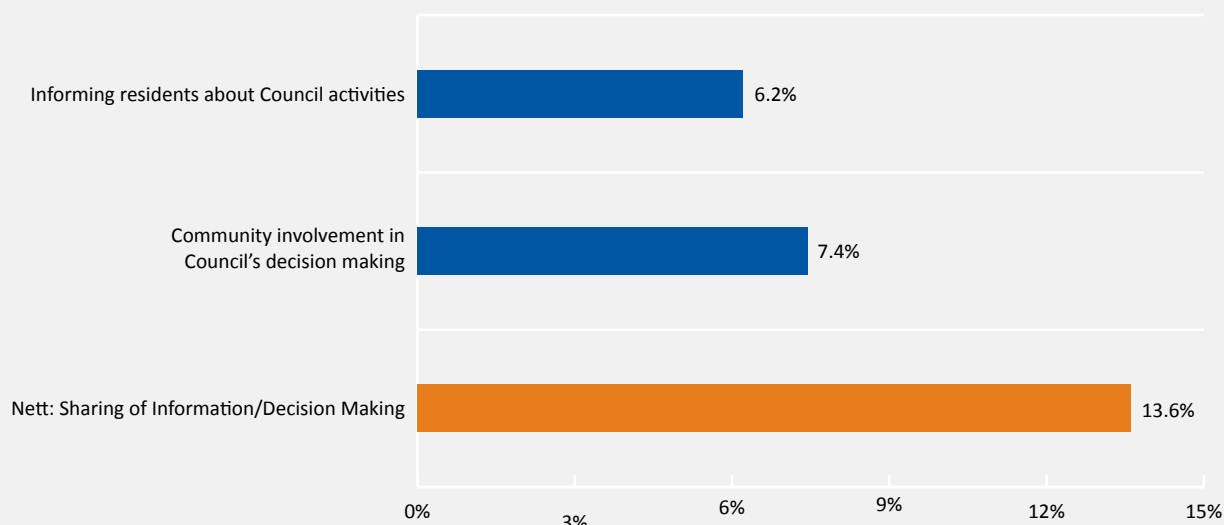
## Services and facilities explored included:

- Informing residents about Council activities
- Community involvement in Council's decision making

## Contribution to Overall Satisfaction with Council

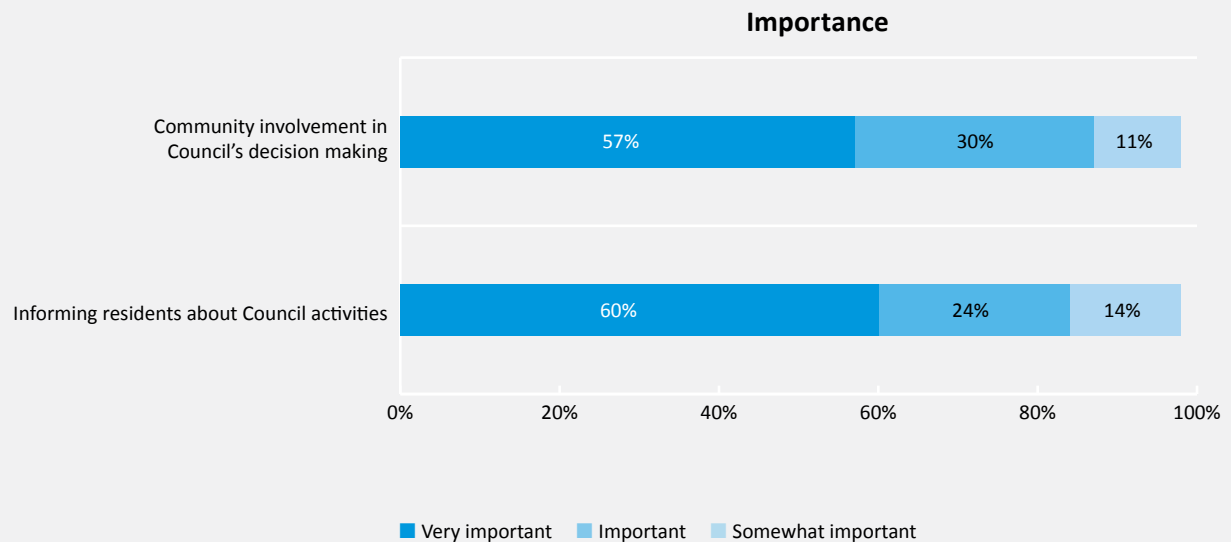
Council's performance in the areas below accounts for almost 14% of overall satisfaction, based on the regression analysis.

**TABLE 36: CONTRIBUTION OF KEY SERVICE AREA SHARING OF INFORMATION/DECISION MAKING TO OVERALL COMMUNITY SATISFACTION (COMMUNITY SURVEY FEBRUARY 2016)**



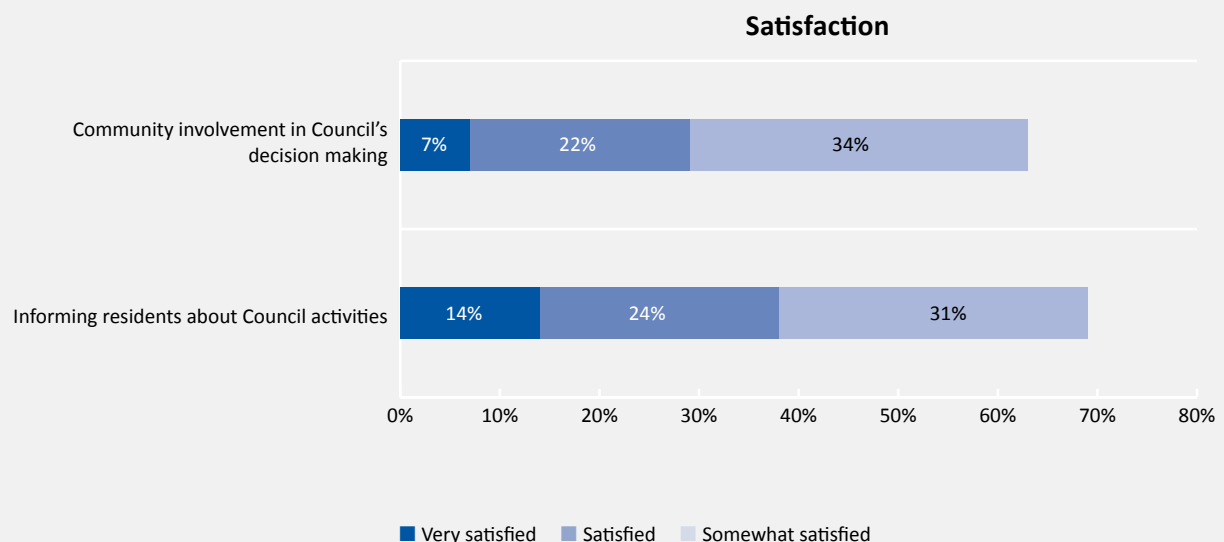


**TABLE 37: KEY SERVICE AREA: SHARING OF INFORMATION/DECISION MAKING IMPORTANCE RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated Informing residents about Council activities and Community involving in Council's decision making an importance rating of 98% each*

**TABLE 38: KEY SERVICE AREA: SHARING OF INFORMATION/DECISION MAKING SATISFACTION RATINGS  
(COMMUNITY SURVEY FEBRUARY 2016)**



*Respondents rated Informing residents about Council activities and Community involving in Council's decision making an overall satisfaction rating of 69% and 63%. Lower satisfaction is relative of importance and should not be assumed as low performance in this area. Council proactively engages the community through a robust community consultation process for all significant plans and documents*

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