



Waverley 2023

Six Monthly Progress Report
1 Jan – 30 Jun 2023

waverley.nsw.gov.au



WAVERLEY
COUNCIL

Acknowledgement and our reconciliation vision

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

We also acknowledge Aboriginal and Torres Strait Islander Elders both past and present.

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:

- Practice and celebrate their culture and heritage proudly
- Are honoured for their survival and resilience, and supported to continue to overcome adversity
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures.

Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

Introduction

Welcome to Council's Six-Monthly Progress Report. This report sets out progress on the delivery of the activities contained in the Council's Operational Plan 2022–23 and Delivery Program 2022–26.

This document is based on the Waverley Community Strategic Plan 2022–2032 and forms part of the Integrated Planning and Reporting Framework required under the *Local Government Act 1993*.

The report sets out many of the highlights of the last six months of the financial year and shows that Council made significant progress in implementing its Operational Plan objectives. Highlights include the completion of last section of the Bondi Junction Cycleway that links Oxford Street, Syd Enfield Drive and Bondi Road to Centennial Park. Usage numbers increased with 7,500 weekly trips being taken.

The Bondi Pavilion won the Judges Choice Award at the 2023 National Trust Heritage Awards.

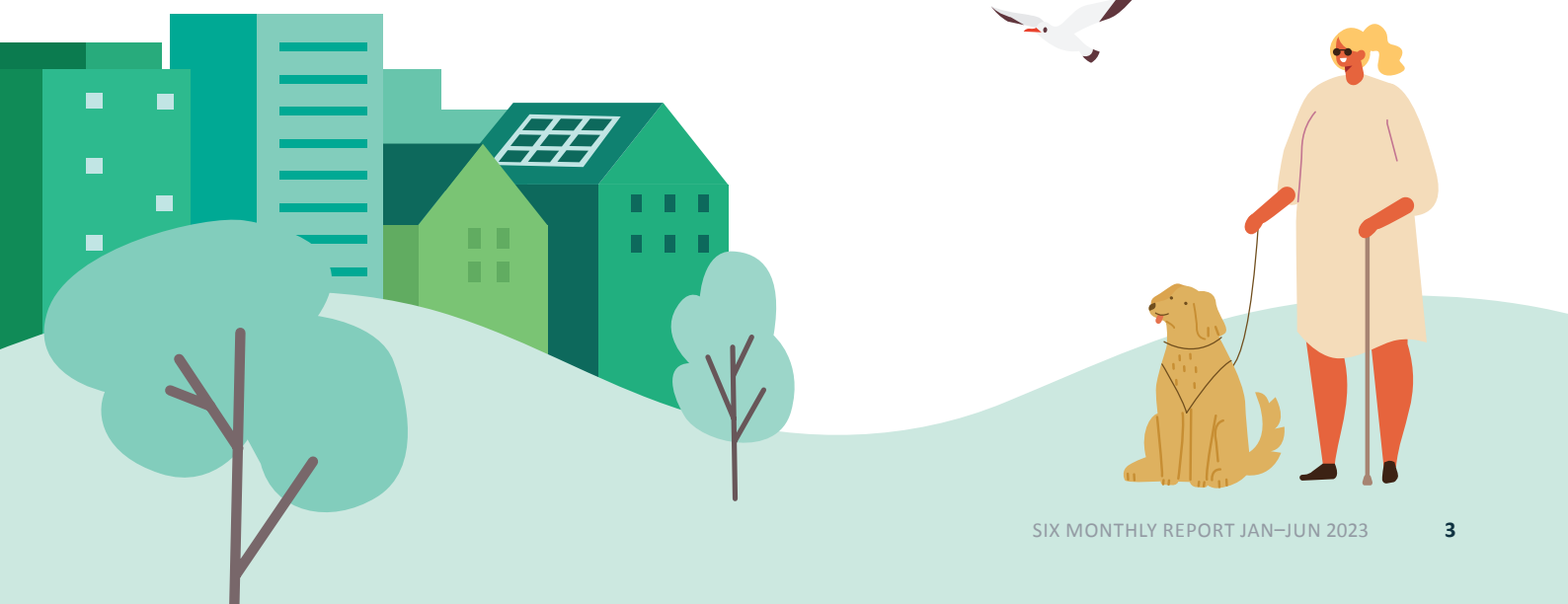
Early this year, Council voted to support the 'Yes' case for the referendum through a community education strategy including workshops and community events. In May, our Voice to Parliament Community Forum was held at the Bondi Pavilion Theatre and online.

The Fraud and Corruption Control Project Working Group met regularly to oversee, implement, and review the 2022–23 Fraud and Corruption Control

Plan. Seventy-five percent of actions were completed in June 2023.

The third annual Bondi Innovation Forum, Dare to Reimagine Your Business was held online on 26 May in partnership with Bondi Innovation and the Bondi and Districts Chamber of Commerce. Two hundred and forty people attended the Forum.

Further achievements and project milestones are reported in the pages that follow. Alongside the projects highlighted, Council has continued to deliver its range of services to the community – from waste and recycling services to roads, footpaths, and stormwater through to Library services and parks and facilities. These projects support in making Waverley a great place to live.



Part 1

Operational Plan achievements



Theme 1: People

Our People theme focuses on a cohesive and connected Waverley community

Waverley aims to build a strong, socially connected and resilient community that can flourish no matter what are faced. We will work in partnership with others to support quality of life and well-being, creating opportunities for people to come together, be safe and belong.

We value our diversity, fostering meaningful connections to Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility.

We will strive to improve affordable housing and equitable access to affordable community facilities, programs and services, along with opportunities for social development.

We will continue to provide a wealth of cultural programs for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, and innovation.



People: Key Highlights

Yes Campaign and Voice to Parliament

The first Dawn Reflection was held on 26 January 2023 with 500 people in attendance. The Dawn Reflection is an opportunity for the community to join us as the sun rises for a morning of quiet reflection to commemorate our First Nations community with a Welcome from a Traditional Custodian and a smoking ceremony.

In February this year, Council voted to support the ‘Yes’ case for the referendum through a community education strategy, including workshops and community events. In May, our Voice to Parliament Community Forum was held at the Bondi Pavilion Theatre and online. The forum was an opportunity to learn about the upcoming Voice to Parliament Referendum, a crucial vote that will determine whether an Indigenous Advisory Body will be enshrined in the Australian Constitution, to provide a platform for First Nations people to have a say on issues that affect them.

Council’s position on the Uluru Statement reflects our ongoing commitment to reconciliation as outlined in our Innovate Reconciliation Action Plan (RAP) adopted in 2019.

Council organised a free interactive walk together using the Uluru Statement from the Heart workshop. The workshop facilitates knowledge, understanding, and a sense of purpose for non-Indigenous Australia to walk together with First Nations people.

A Train the Trainer workshop aimed at participants who have completed the Walking Together workshop and would like to become a trainer or presenter of a one-hour introduction to both the Uluru Statement and Voice to Parliament was organised.

2023 Waverley Art Prize

In June 2023, Council announced the Waverley Art Prize winners to celebrate excellence across the local arts community and greater Australian contemporary Visual Arts sector. Presented in partnership with the Waverley Woollahra Art School, the Waverley Art Prize is the longest running artist-run initiative in Waverley.

Carolyn Craig won the 37th annual Waverley Art Prize for her compelling mixed media work *RE/Mediation, My mother’s broom*. Craig won the \$15,000 Open Prize for her work exploring domestic labour and relationships.

Highly Commended mentions went to Sarah Edmondson for *Certainly*, a beautifully crafted contemporary expression of fabric and textile traditions and Janis Clarke for *Seeing You*, a deceptively simple painting that evokes a sense of nostalgia but also gives a sense of mystery.

Almost 800 entries were received in this year’s Prize which included the following major winners:



Carolyn Craig with her award-winning artwork

NAME AND ARTWORK	RESULT
Mayors Prize (\$2000)	
Damian Dillon, <i>Bloodflowers</i>	Winner
Carol Archer, <i>Thicket</i>	Highly Commended
Local Prize (\$1500)	
Onrie Radovic, <i>Calibration 20</i>	Winner

One Table, Many Cultures

The Global Table, Council’s annual celebration of vibrant cultural diversity through food, music, and dance was held in Oxford Street Mall in May 2023.

A variety of cuisine and performances from musicians and dancers from around the globe, 35-metre-long communal table, Kids Zone with lots of free activities including Free Craft activities with the Girl Guides and

Face Painting and performances by Diramu, Suara Indonesian Dance Group, Syrenka – Polish Folkloric Ensemble, Chinese, Sri Lanka, Mexican with Victor Valdes, Polynesia, African Drum and Maori were event highlights.

2023 Local Hero and Best of the Best Awards

Council organised the 2023 Waverley Local Hero and Best of the Best Awards at North Bondi Surf Club in May 2023. The award celebrates and recognise the achievements and contributions of those in the community who volunteer their time and go above and beyond to ensure Waverley is a resilient, caring and cohesive community.

Turbans 4 Australia, founder and Australian of the year 2023 Local Hero Amar Singh was the guest speaker at the awards and shared his insights about banding together as a community to help people in need. This year’s Local Hero Awards included the Best of the Best Award, bestowed every four years to outstanding community leaders whose names will be included in plaques along our Best of the Best walk along the Bondi and Bronte Beach promenades.



Waverley-Woolahra State Emergency Services. Image: Shannon Elise Photography.

NAME AND CATEGORY	RESULT
Strengthening Communities	
Sebastian Cassie	Winner
Anthia Kollaras	Certificate of Commendation
Community Volunteer	
William Harrigan	Winner
Adam Nezval	Certificate of Commendation
Working Together	
Research Team at Waverley Historical Society	Winner
The P2F Wise	Certificate of Commendation
Community Life	
Elisabeth Keys	Winner
Ingrid Studholme	Certificate of Commendation
Second Nature Champion	
Langlee Lane Community Gardening Group	Winner
Louise Murray	Certificate of Commendation
Young Local Hero	
Dallas Pumpa-Jones	Winner
Wise Youth	Certificate of Commendation
Best of the Best	
Peter Quartly	Winner
Best of the Best	
Brenda Miley	Winner
Outstanding Community Contribution	
Waverley-Woollahra SES	Winner

2023 Waverley Youth Art Prize winners announced

The Waverley Youth Art Prize provides a platform to celebrate and recognise the talents of emerging artists aged nine to 18 who live, study or spend time in Waverley. This year’s event had 212 entries.



2023 Waverley Youth Art Prize

All artworks were exhibited at Waverley Library Gallery until 28 June, allowing visitors to appreciate the artistic skills and perspectives of these talented young individuals who responded to the Climate Utopia theme in thoughtful and creative ways.

The Climate Utopia theme was nominated by youth members of the Council’s Power to the Future project to encourage young artists to think about hope, possible futures and the environment.

Power to the Future is a project for local students to translate ideas, new knowledge, skills, and energy to influence change and undertake tangible and effective climate actions through an intergenerational exchange approach to empower youth in partnership with seniors, council staff and community partners.

Below are the award winners and runner-ups.

This year’s winners are:

NAME AND CATEGORY	RESULT
Mayor’s Prize	
Mila Bell	Winner
Patrick Kelly	Highly Commended
Kathryn Jordan	Highly Commended
Junior Prize	
Luna Leis	Winner
Emelie Mitchell-Taverner	Second Prize
Eve Toward	Third Prize
Romeo Barret	Highly Commended
Intermediate Prize	
Patrick Kelly	Winner
Toby	Second Prize
Brideah Cronin	Third Prize
Hesper Kelso Black	Highly Commended
Austin Zhang	Highly Commended
Senior Prize	
Arfi-Angus Fisher	Winner
Coco Batu-Sampson	Second Prize
Yana Dalglish	Third Prize
Siena Taylor	Highly Commended
Best New Media	
Sarah Toward	Winner
Best Three-Dimensional	
Dallas and Summer Pumpa-Jones	Winner
Best Interpretation of Theme	
Kathryn Jordan	Winner
Griffin Hincksman	Winner

Council’s Small Grants Program

Swimming lessons for young Ukrainian refugees, tattoos for breast cancer survivors and a school centenary celebration were among the diverse projects to receive funding in the latest round of Council’s Small Grants Program.

Council voted to support 23 grants to the value of \$73,556 to help deliver community and cultural, environmental and creative streets projects in the local area.

The Small Grants Program provides financial assistance across three key areas:

- **Community and Cultural:** Aims to support the delivery of identifiable social, cultural, and recreational benefits to Waverley’s community that align with goals in the Waverley Community Strategic Plan 2022–2032 and Council’s Arts and Culture Plan
- **Environmental:** Aims to support environmental improvement projects that align with goals in the Waverley Community Strategic Plan 2022–2032, and Council’s Environmental Action Plan
- **Creative Streets:** Aims to support community contributions to public spaces that align with goals in the Waverley Community Strategic Plan 2022–2032 using an urban interventions framework.

Anti-Racism Campaign

An artist talk was held with two artists. Two additional artists were selected for Year 2 of the Anti-Racism Art Competition, with one artist completing the mural. A Communication Supports Policy was developed to support people with communication barriers.

A framework for ethical storytelling and a new program to better include newly arrived young migrants is being developed. It has dedicated activities and the promotion of existing free activities available to the wider community.

Community development and Advocacy Initiatives

A dementia awareness information session was held with 50 participants in July 2022. Council supported Justice Connect to develop and launch a Russian translation of the Power of Attorney Guide in November 2022 and NSW Health promotions on topics such as mobility, nutrition and falls prevention awareness. Planning is underway for a 'Dying to Know' workshop in August 2023. Community Home Support Program (CHSP) Sector Support delivery plans to support aged services and a new workplan for 2023–24 were submitted to the Department of Health.

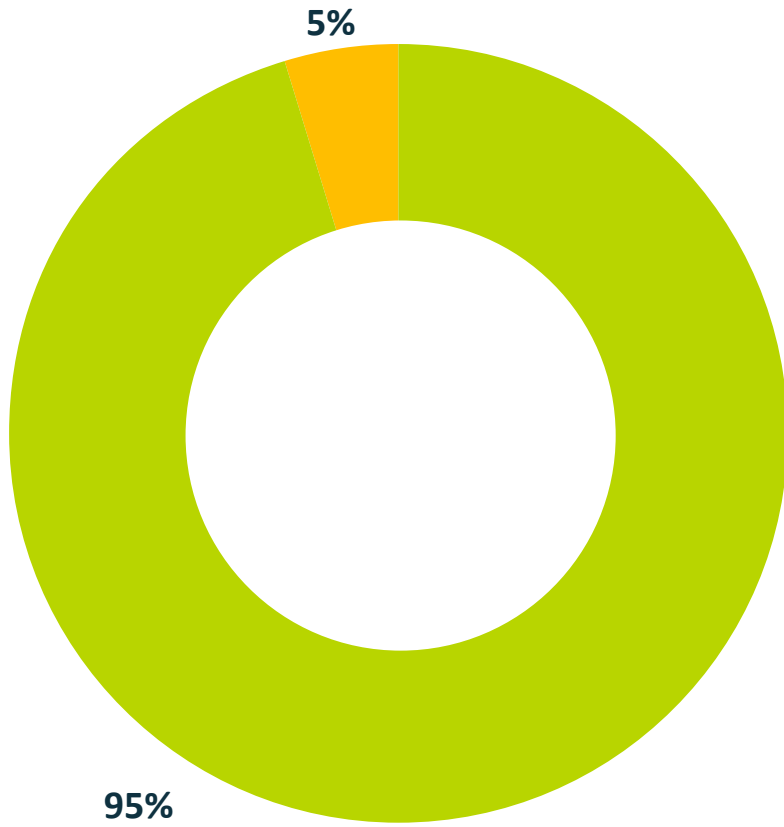
Inter-generational Programs

Intergenerational research project partnership with UNSW and La Trobe Global Health contracts was signed and initial on-site briefing meetings were held for program commencement in Council's Early Education Centres. Partnership with St Clare's and the Seniors Centre participants continue with positive feedback from all participants. Children's Services Intergenerational Music Program held in partnership with Classic Hits attracted 60 seniors and a group of eight preschoolers from Council's Early Education Centres.

Homelessness Count

Council coordinated the Regional Street Count held in February 2023. The number of people experiencing homelessness on the streets of Waverley remains stable. Coordinated assistance was provided to rehouse older residents evicted from boarding houses.

People: Progress Summary



Completed	95%
In Progress	5%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—



Theme 2: Place

Our Place theme focuses on the natural and built environment

We facilitate architectural design excellence in building infrastructure, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical. Council aspires to be a frontrunner and advocate for balanced development in Waverley.

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflecting this in Council strategies. Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climate changes and potential flooding. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, conserve energy and water resources. We recognise that any waste sent to landfill has long-term environmental impacts. We aim to progress Waverley to be a zero waste community.



Place: Key Highlights

Bondi Pavilion wins National Trust Heritage Award

Bondi Pavilion has been named the winner of the Judges Choice Award at the 2023 National Trust Heritage Awards.

Heritage features conserved at the Pavilion include the iconic arches, Spanish mission-style roof tiles, historic murals that have been uncovered and conserved and signage. The Pavilion currently operates with an improved gallery, theatre and pottery facilities, music studios, a community radio studio and a beach heritage space named the Bondi Story Room.

Throughout the restoration, there was a strong focus on sustainability with many features preserved and recycled, new solar panels to provide a large proportion of power needs, and natural ventilation to reduce air-conditioning requirements.

Bondi Junction Cycleway

The opening ceremony of Bondi Junction Cycleway to mark completion of the final section was held on 9 March. The last section of the cycleway links Oxford Street, Syd Enfield Drive and Bondi Road to Centennial Park.



Bondi Junction Cycleway

The 210 metre-section of cycleway along Oxford Street, west of St James Road is now operational and usage numbers increased with 7,500 weekly trips being taken. Council officially opened the cycleway (Bondi Road to St James Road section) in June 2022.

The Bondi Junction Cycleway and Streetscape Upgrade is a priority project of the Council's Complete Streets plan to enhance the vibrancy of the Bondi Junction CBD, making it a more beautiful place to live, visit and do business.

As part of the Australian & NSW Governments' commitment to stimulating the NSW economy, funding was provided to Council to deliver this project.

Electrify Everything

In May 2023, Council celebrated the national campaign to encourage and support residents to electrify their homes and reap the benefits of clean energy.

Council is collaborating with councils across Australia to promote the clear benefits of electrification and improve awareness of the opportunities and local support available to homeowners and businesses to save money and slash greenhouse gas emissions.

In 2019, Waverley Council declared a target of net zero carbon emissions by 2030 for Council and in 2022, declared a net zero target of 2035 for the Waverley community. To help achieve the community net zero target, Council is supporting a transition from natural gas appliances and petrol vehicles to all-electric appliances and vehicles, which can be powered by renewable energy. This year, it also became one of the first councils to support electrification in development controls.

In May 2023, apartment blocks interested in investigating solar power for their units were encouraged to apply for a free 30-minute consultation with a solar-for-strata expert.

Living Connections Program

The Living Connections Program is expanded to all areas of the local government area and the program was delivered to 280 households with very positive feedback.

Living Connections is a free Council program to help our community make the most of outdoor space.

It is open to all residents in the Waverley Local Government Area (LGA) with a garden, courtyard or suitable balcony.



Living Connections Program

Fire Safety

Of the 68 fire safety inspection requests received in Q3 and Q4, 34 were assessed and finalised, 30 are in various stages of assessment and assessment has commenced for four requests.

Of the 12 fire safety related complaints received in Q3 and Q4, 10 were inspected and closed. The remaining two complaints are under further investigation.

Response to Building Works related Complaints

In Q3 and Q4, 346 complaints related to illegal building work and construction hours were received, 240 complaints were investigated and closed. Other categories of complaints relate to 189 complaints on the condition of existing buildings, 96 regarding dangerous work practices and 53 on illegal use. Thirty-six infringement notices on illegal building works were issued.

Park and Playground Upgrades

Works at Belgrave Street Reserve and Onslow Street Reserve were completed.

Works at Belgrave Street Reserve included:

- Improving the turf and increasing the size of the lawn
- Providing nature play which incorporates natural materials
- Increasing the area of the park by moving the fence further towards the street edge and increasing planting in the street verge
- Providing imaginative play elements
- Improving the current play experience by installing new equipment
- New bin
- Improving path entries
- Increasing planting
- Removing the concrete slab next to the park and replacing it with planting (this will not impact the functionality of the driveway).

Onslow Street Reserve upgrade included:

- A new play space with a multi-play unit, swings, rubber soft fall, custom tunnel and nature play elements
- A new steel garden fence along the park frontage
- Additional park bench and bin enclosure
- New park signage
- New tree planting and garden beds
- New connecting path to the playground.

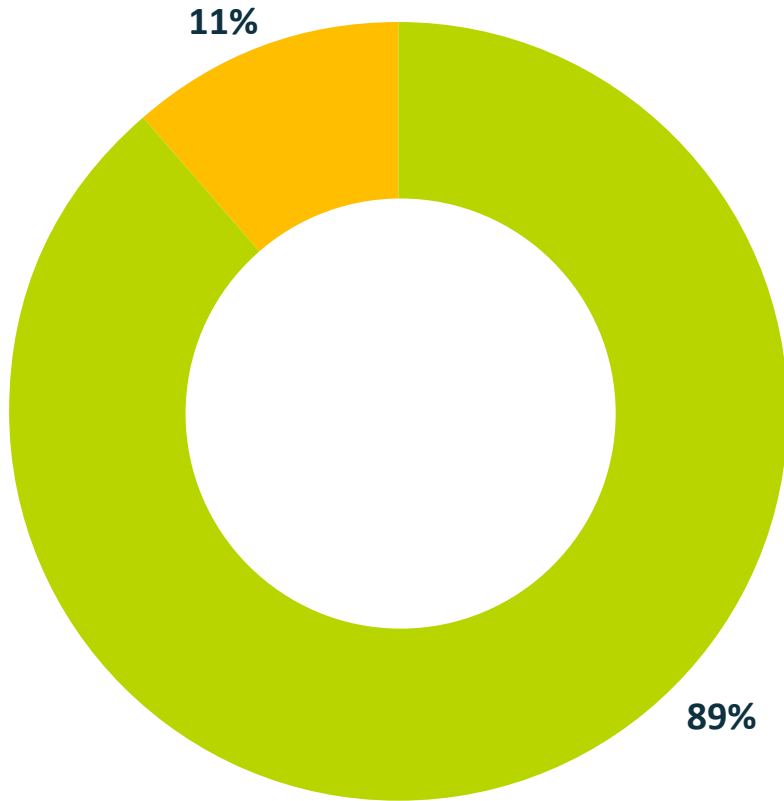
Works at Waverley Park playground and fitness station commenced and is scheduled for completion in 2023. Council is continuing to liaise with Sydney Water for play equipment installation.

Scoping and procurement are underway for Hunter Park access paths. Council is progressing with other streetscape upgrades such as Curlewis Street, Charing Cross and North Bondi Terminus.



Onslow Street Reserve upgrade

Place: Progress Summary



Completed	89%
In Progress	11%
In Progress – impacted by unforeseen conditions	–
Delayed	–
Delayed – impacted by unforeseen conditions	–



Theme 3: Performance

Our Performance theme focuses on Waverley being a well governed, transparent and financially sustainable organisation

We will continue to make Waverley an ethical Council that delivers efficient services to the community, on a basis of strong financial sustainability and accountability. Councillors represent and make decisions on behalf of all residents and ratepayers of Waverley, informed by thorough community engagement, strategic focus, and based on data and analysis. We will continue to improve the services we offer our community by building our internal systems, processes, capacity and capability.

We are committed to creating a prosperous and sustainable local economy, particularly as the State Government has identified Bondi Junction as a commercial centre linked to the Sydney global economy. We want to protect and enhance our neighbourhood villages while encouraging and supporting the creative and visitor economy.



Performance: Key Highlights

Fraud and Corruption Prevention

The Fraud and Corruption Control Project Working Group met regularly to oversee, implement, and review the 2022-23 Fraud and Corruption Control Plan. Seventy-five percent of actions were completed in June 2023. Quarterly plan progress reports are presented to the Audit, Risk and Improvement Committee. The Executive Leadership Team approved the Fraud and Corruption Control Plan 2023–24 in May 2023.

Independent Commission Against Corruption presentation and targeted staff training were organised. Mandatory Code of Conduct training was delivered to all staff. Legislative Compliance Framework is being implemented, which will ensure that staff are aware of changes to legislation. The delegations database is reviewed on an ongoing basis, and staff are advised on how delegations affect their day-to-day role.

Council Decision Making related Communications

Council decisions are promoted through Council's social media channels and the Precinct system. Council and Council Committee meetings are live-streamed to keep the community up to date on Council's decision making real time. In 2023, four Council meeting wrap-up videos were published to Council channels, increasing transparency of discussions and decisions made at the meeting.

Community Engagement Strategy

The Community Engagement Policy and Strategy was prepared in consultation with the Waverley community and stakeholders and will be presented to Council in July 2023 for adoption.

The Community Engagement Strategy outlines how Council will involve the community in Council decision-making ensuring the community can have their say. The strategy also outlines strategic actions for the Council to investigate to improve processes further and instil a culture of best practice engagement.

Precinct Engagement

Precincts continued to be engaged on strategic issues such as Flood Planning in Waverley, the War Memorial Hospital DCP, Charing Cross Streetscape Upgrade, Curlewis Street Streetscape Upgrade, Tree Management Policy, Coastal Reserves Plan of Management, Draft Events Policy 2023, Draft Community Engagement Strategy 2023, Draft Innovation Roadmap 2025, and the Voice to Parliament. Feedback from the Precincts during the reporting period has continued to be very positive on the effectiveness of engaging through a variety of face to face and Zoom meetings. Precincts have also expressed an interest in hosting hybrid meetings, this option is now available for future engagement activities.

Health and Safety

A range of health and safety programs were delivered, including annual flu vaccination and skin cancer checks program, the relaunch of Uprise Health and Wellbeing Program, employee education on wellbeing through the weekly staff newsletter on topics such as nutrition, fitness and hobbies to improve mental health, and training sessions on WHS Risk Management and Responsibilities for Executive Managers and team leaders.



Workforce Plan 2022-2026

Workforce Plan Implementation

Projects such as LifeStyleInventory 360 Degree Program for Directors and Executive Managers, SafeSpace Councils Digital WHS Management System, Annual Training Plan, Child Safe eLearning module, and de-escalation training for high risk roles were completed. The position description project has commenced and consultation with the workforce is in progress. Recruitment Review and Framework are in development.

Sustainable Procurement

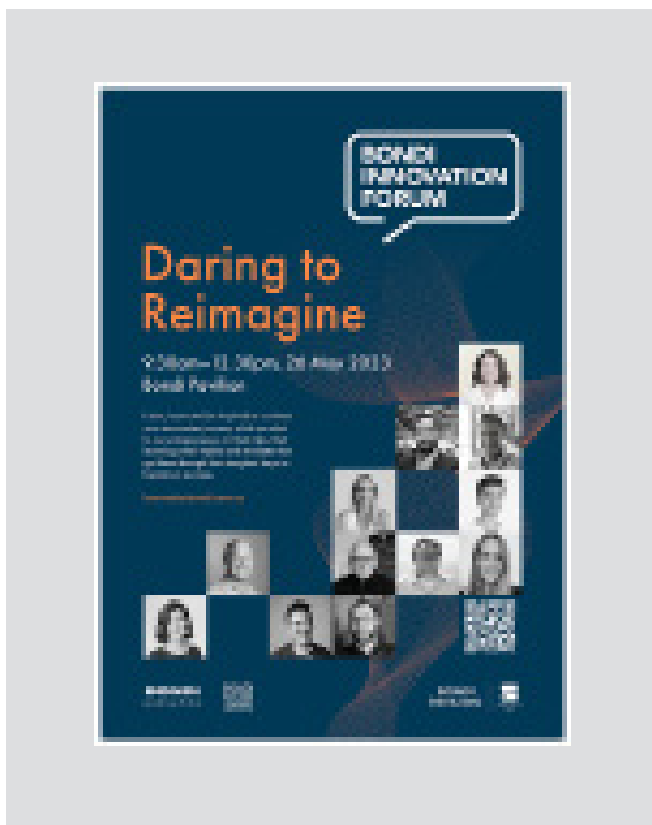
Council undertakes continuous improvement of its procurement practises in line with the NSW Audit Office recommendations. The procurement policy and procedures are in place. A contract management audit was completed in Q4 to identify opportunities to improve the current process. Contract management framework and policy preparation is in progress and is scheduled for completion in 2023–24

The procurement policy and guidelines have incorporated the fair, objective, transparent and sustainability elements.

Bondi Innovation Forum

The third annual Bondi Innovation Forum, Dare to Reimagine Your Business was held online on 26 May in partnership with Bondi Innovation and the Bondi and Districts Chamber of Commerce. Two hundred and forty people attended the Forum with Guest speakers Sophie Renton, McCrindle, Eric Phu, Citizen Wolf, Alex Goring, Trustey, and Ben Fitzpatrick, Web Profits. Panel discussions were held with eight panellists.

The Forum is organised as part of Council’s commitment to nurture the growth of our local businesses. A 24-month roadmap is developed to ensure Council deliver the right type of support to our businesses.



Bondi Innovation Forum

Commercial Centre Occupancy

Council conducts an audit twice a year to measure occupancy trends and the industry mix at each commercial centre. The audits identify emerging strengths and issues in Waverley’s commercial areas for better understanding and planning to meet the needs of business owners, residents, and visitors. The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instruments.

The designated study areas are:

- Bondi Junction
- Bondi Beach
- Bondi Road
- Charing Cross
- Macpherson Street (Bronte)
- Bronte Beach
- Rose Bay.

Occupancy Audit Summary

The following information is a summary of information for all of Waverley as of February 2023.

Occupancy rates

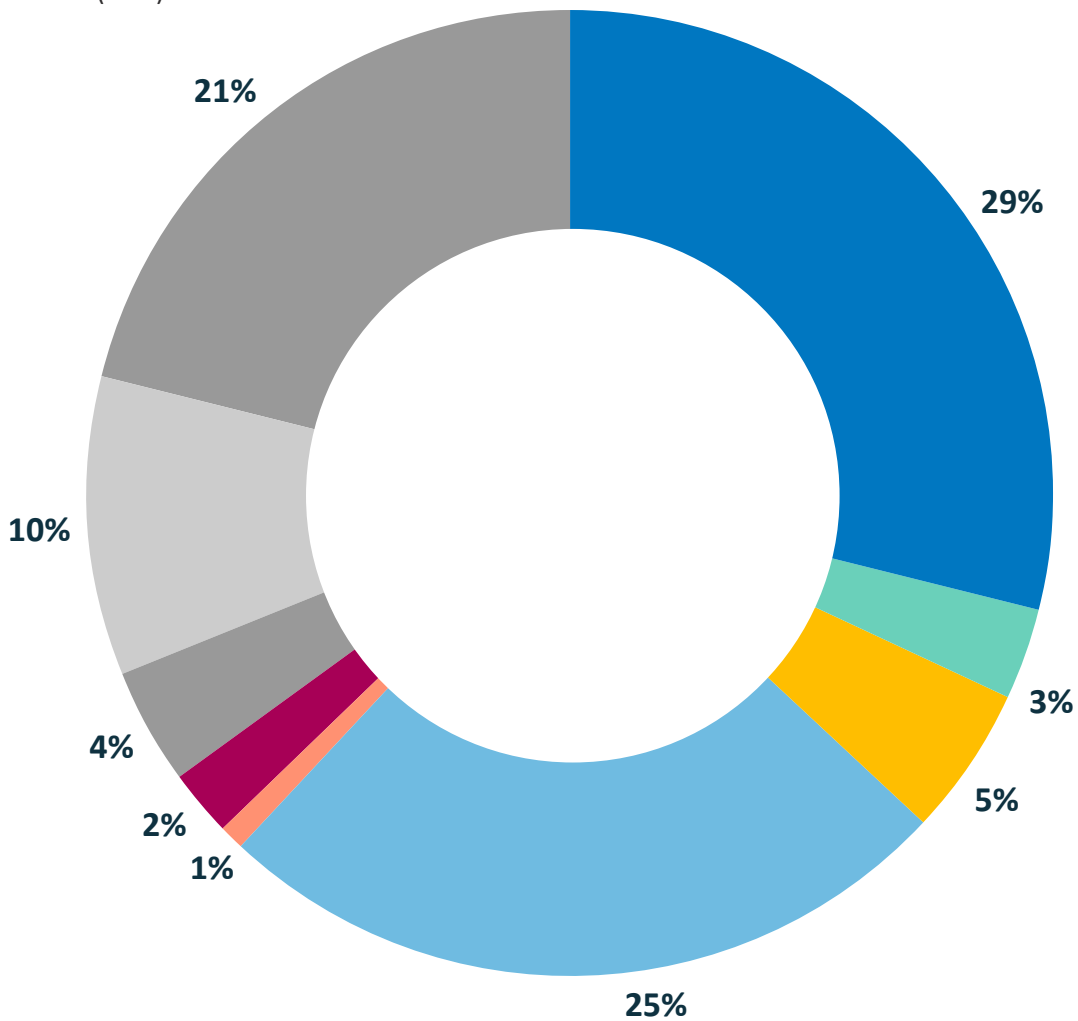
COMMERCIAL CENTRE	OCCUPANCY % OCTOBER 2021	OCCUPANCY % APRIL 2022	OCCUPANCY % AUGUST 2022	OCCUPANCY % FEBRUARY 2023
Charing Cross	86.7	92.6	95.3	95.9 ↑
Macpherson St	90.7	93.5	94.0	96.0 ↑
Bondi Rd	93.9	93.6	92.3	90.3 ↓
Bronte Beach	100	100	100	100
Rose Bay	92.6	96.3	90.0	95.1 ↑
Bondi Junction	85.4	91.4	89.7	87.9 ↓
Bondi Beach	92.3	93.6	91.5	90.1 ↓
Waverley (average)	91.7	94.6%	93.3	93.6 ↑

Summary of Commercial Centres

Industry mix

Top 3 Industries

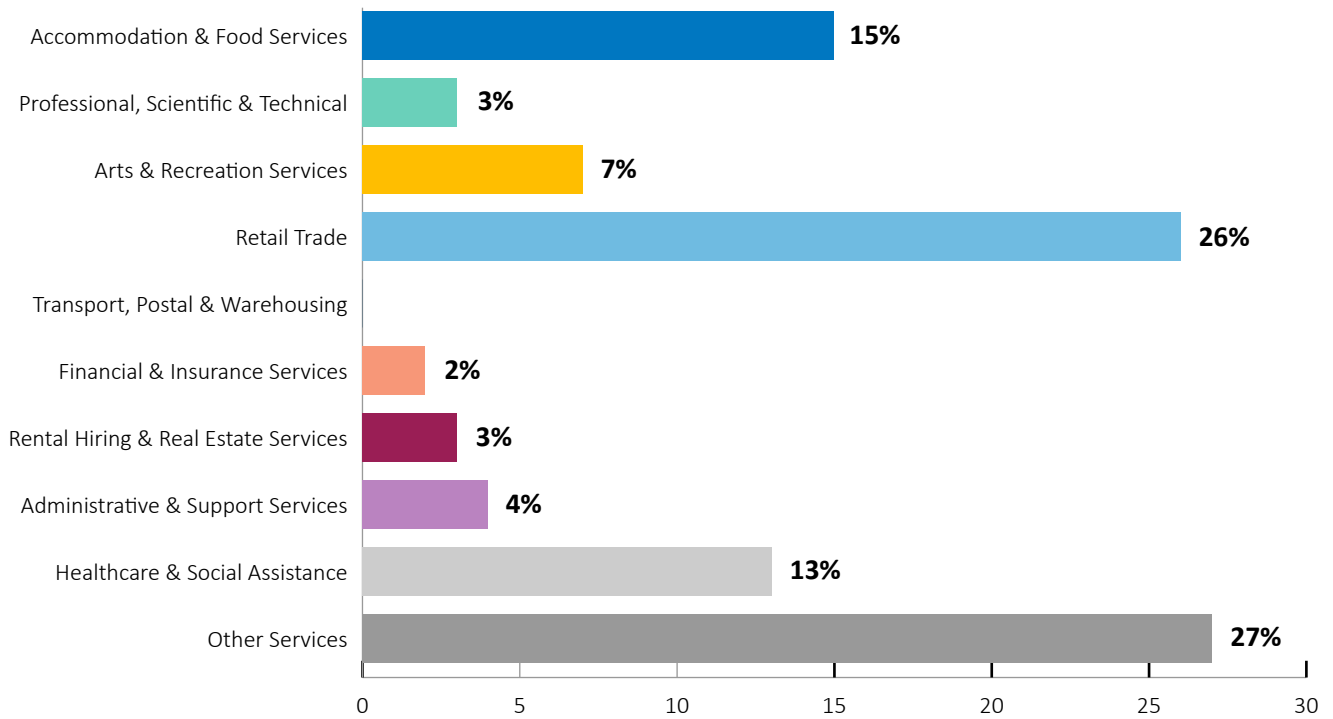
1. Accommodation and Food Services (29%)
2. Retail Trade (25%)
3. Other Services (21%)



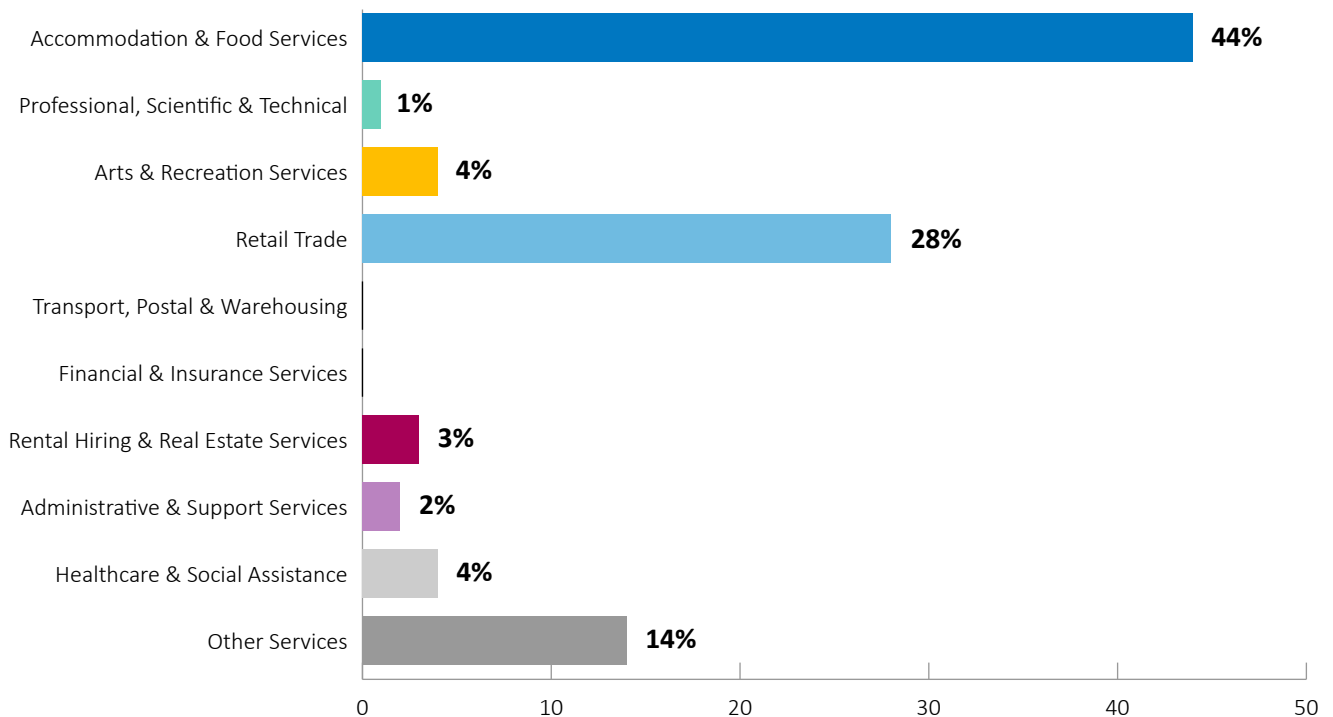
● Accommodation & Food Services	29%	● Financial & Insurance Services	1%
● Professional, Scientific & Technical	3%	● Rental Hiring & Real Estate Services	2%
● Arts & Recreation Services	5%	● Administrative & Support Services	4%
● Retail Trade	25%	● Healthcare & Social Assistance	10%
● Transport, Postal & Warehousing	0%	● Other Services	21%

Tenancy mix

Bondi Junction

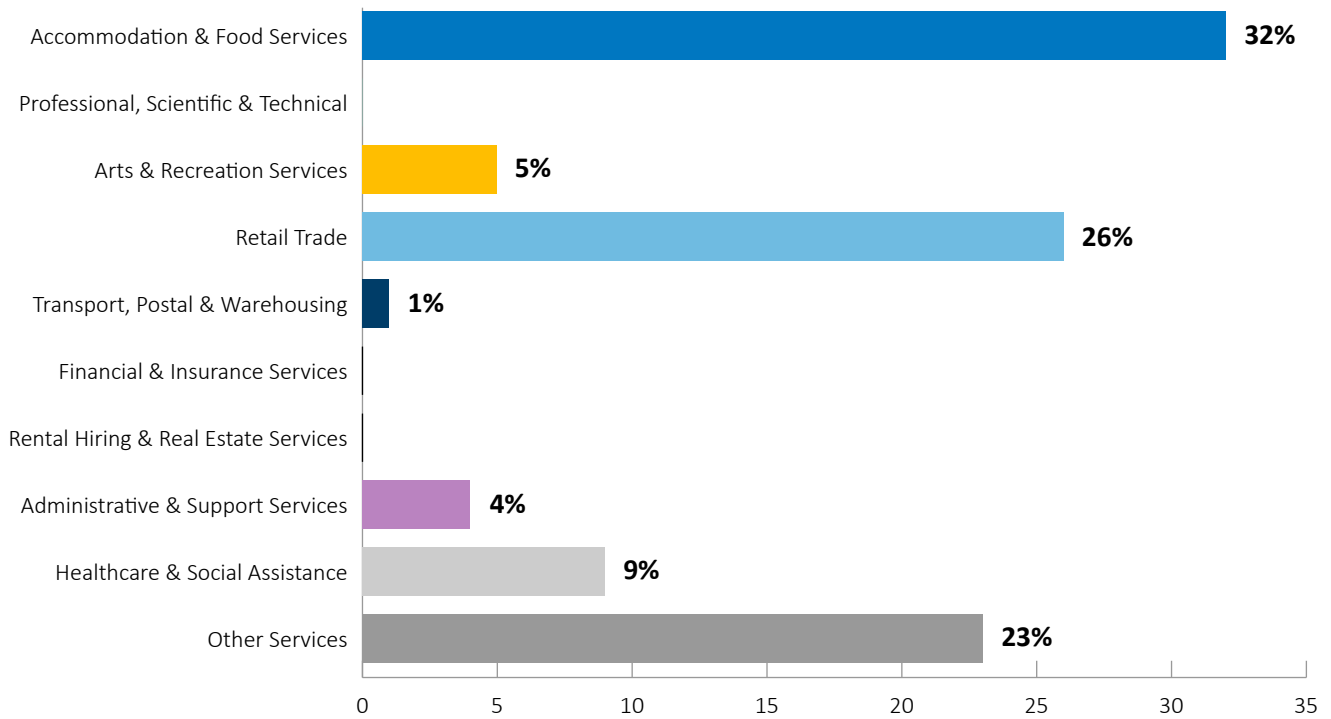


Bondi Beach

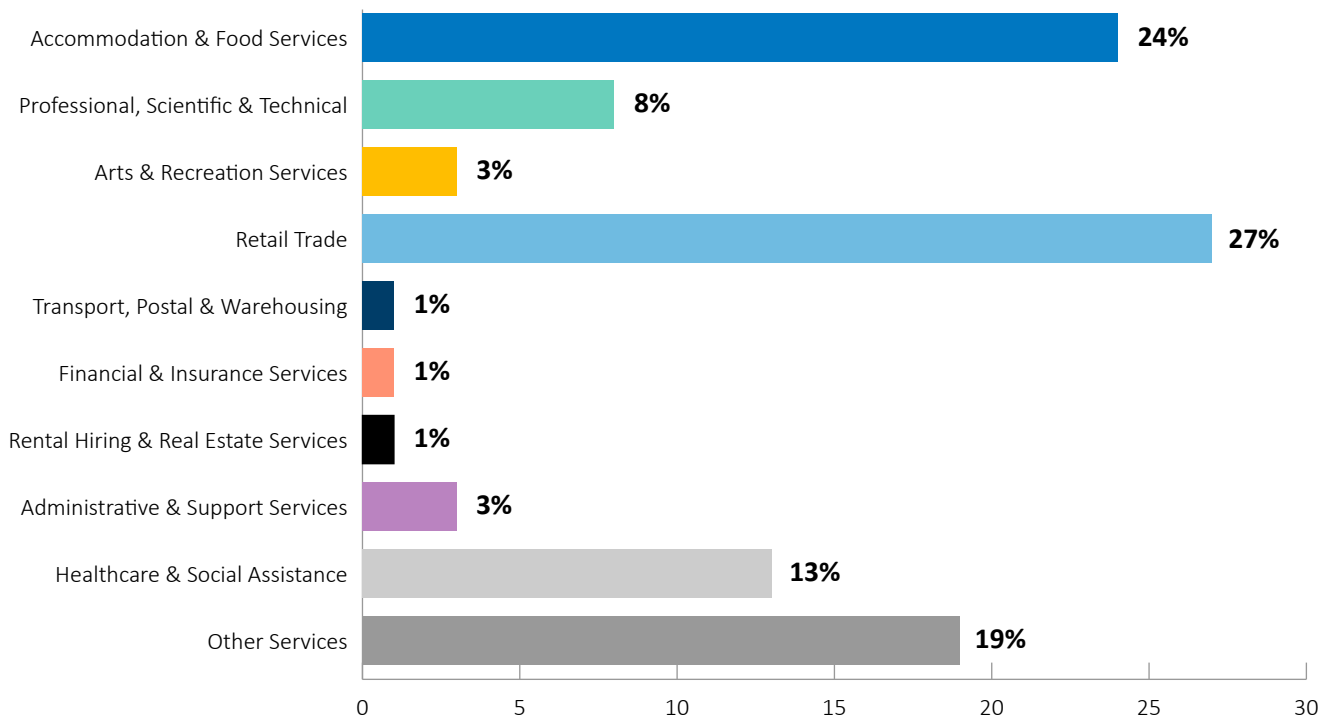


Tenancy mix

Bondi Road

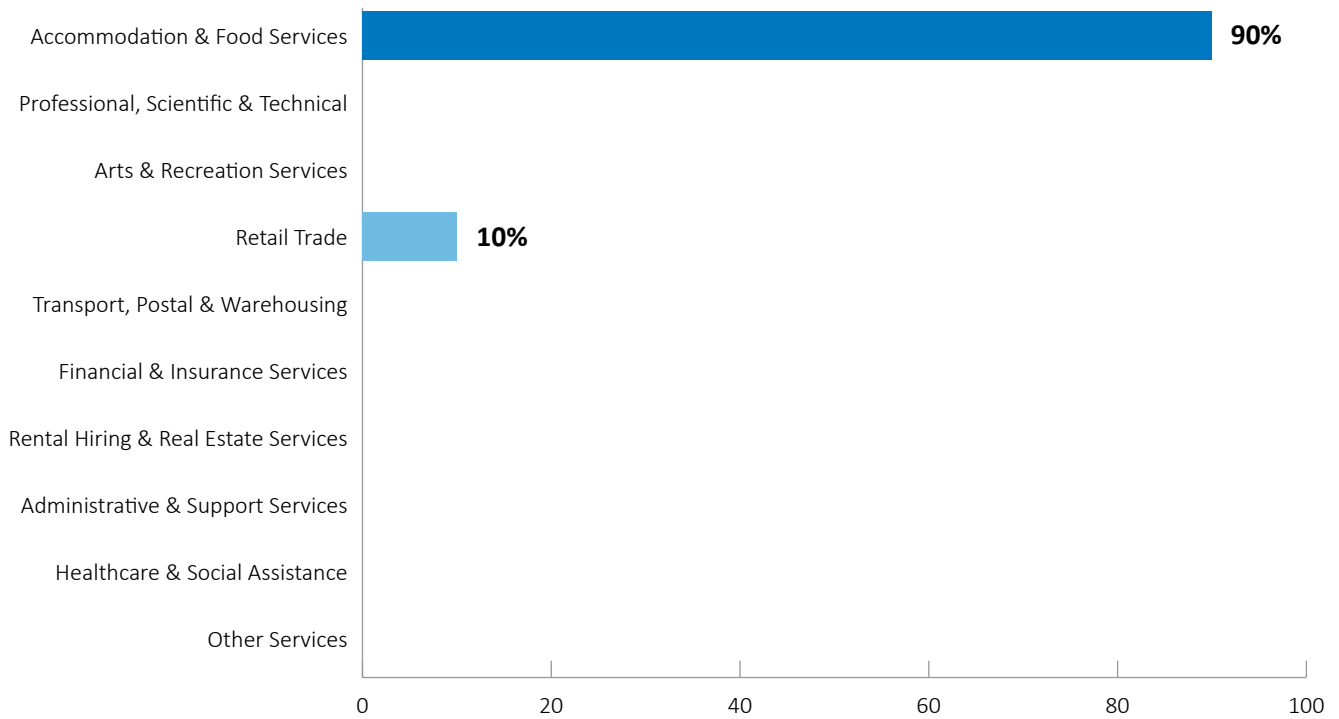


Charing Cross

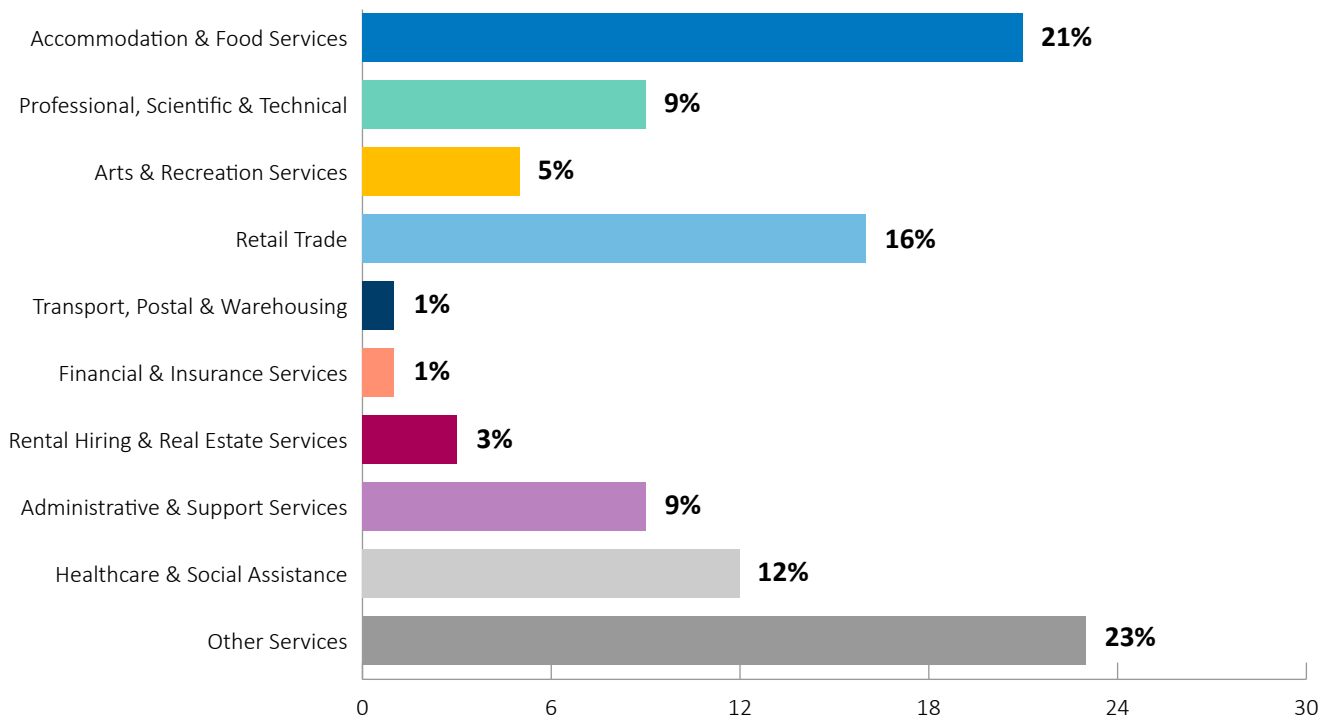


Tenancy mix

Bronte Beach

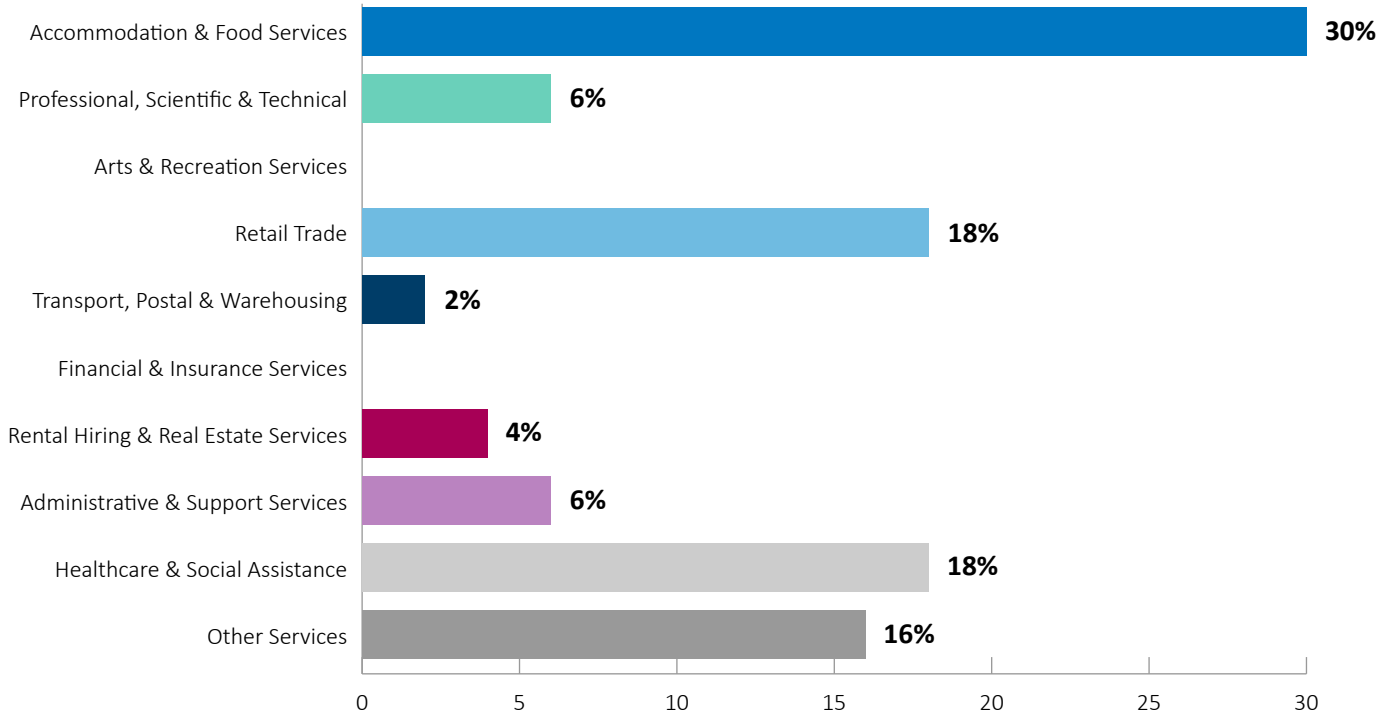


Rose Bay

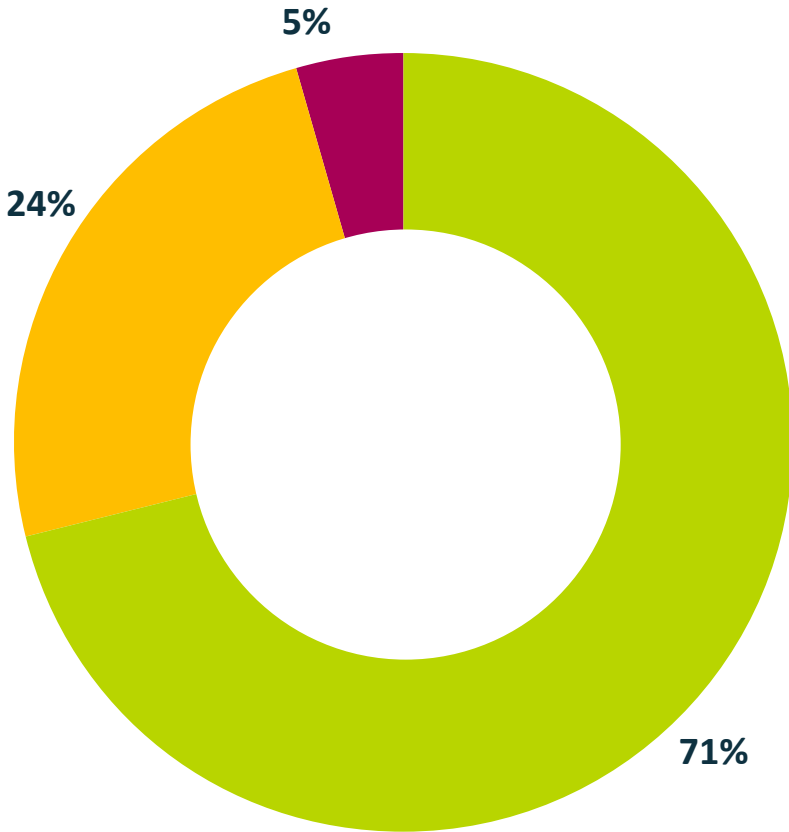


Tenancy mix

Macpherson Street



Performance: Progress Summary

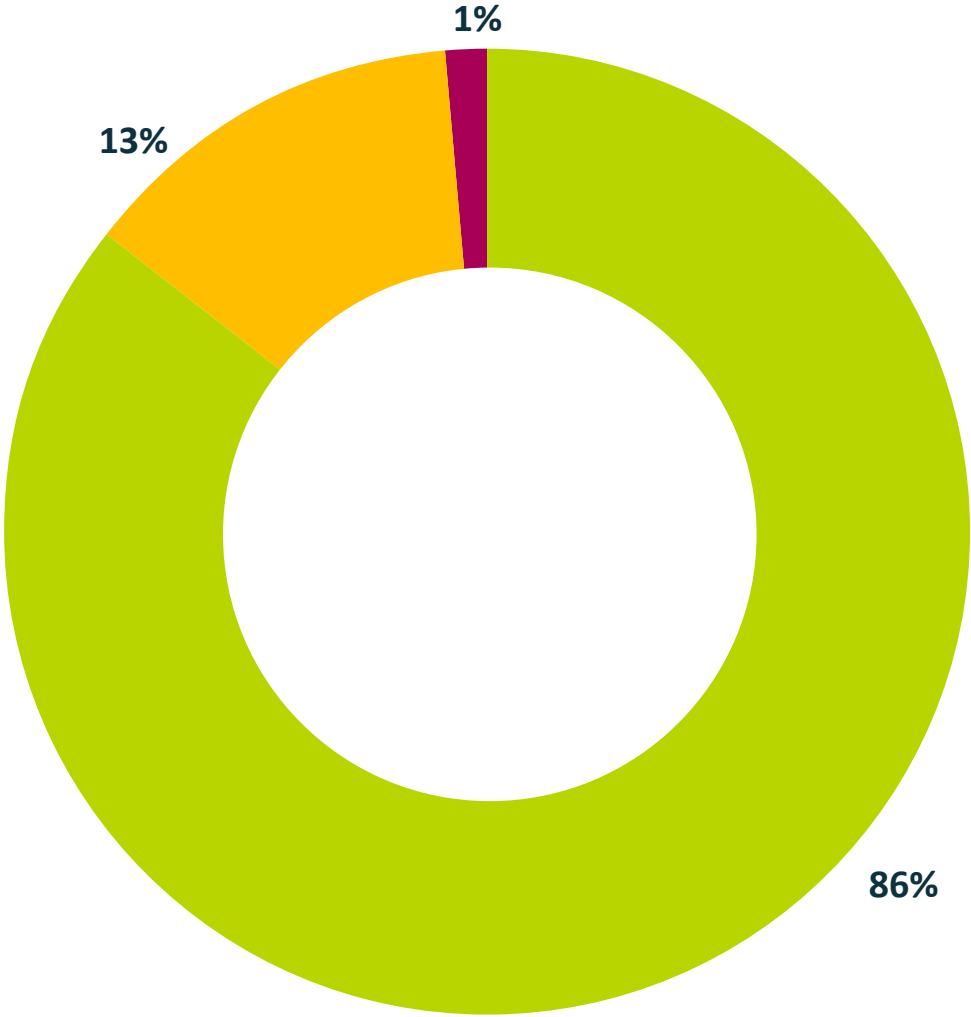


Completed	71%
In Progress	24%
In Progress – impacted by unforeseen conditions	—
Delayed	5%
Delayed – impacted by unforeseen conditions	—

Overall Performance

Progress summary of all three themes:

- 1. People
- 2. Place
- 3. Performance








● Completed	86%
▶ In Progress	13%
▶ In Progress – impacted by unforeseen conditions	—
■ Delayed	1%
■ Delayed – impacted by unforeseen conditions	—

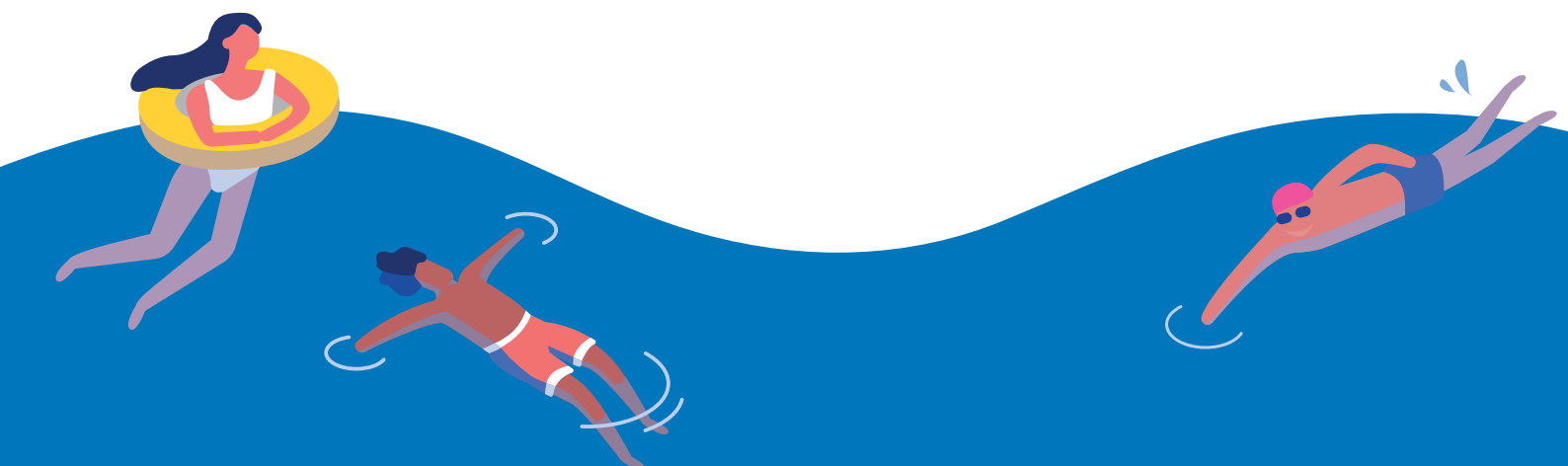
Part 2

Detailed progress
against Operational Plan

Progress status

The following defines each progress status related to our annual activities laid out in Part 2 of this document.

STATUS	DEFINITION
 Completed	End to end delivery of the activity is completed
 In Progress	Implementation of the activity has commenced
 In Progress – impacted by unforeseen conditions	Implementation commenced, but the activity was impacted by unforeseen conditions such as COVID-19 or other external factors such as floods, disasters, crisis, or legislative changes
 Delayed	Activity is placed on hold or deferred to commence at a later stage due to operational reasons/decisions
 Delayed/on hold – impacted by unforeseen conditions	Unforeseen conditions such as COVID-19 or other external factors such as floods, disasters, crisis, legislative changes or dependency on external decision makers has placed activity on hold





Theme 1: People

Our People theme focuses on a cohesive and connected Waverley community

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We value our diversity, fostering meaningful connections to Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility.

We will strive to improve affordable housing and equitable access to affordable community facilities, programs and services, along with opportunities for social development.

We will continue to provide a wealth of cultural programs for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, and innovation.

People: our objectives

What will we focus on?

1.1



Aboriginal and Torres Strait Islander culture

Respect, acknowledge and protect the continuous living culture of Aboriginal and Torres Strait Islander peoples

1.2



Diversity, inclusion and accessibility

Celebrate diversity, promote inclusion and accessibility for all members of the community

1.3



Caring, well connected and cohesive

Foster a caring, well connected and cohesive community

1.4



Opportunities and spaces for young people

Provide opportunities for young people to engage, connect and build capacity

1.5



Art, culture and creative expression and participation

Promote and encourage art, culture and creative expression and participation

1.6



Access to social services and facilities

Provide access to social services and facilities for all stages of life

1.7



Housing needs

Actively drive housing policy to meet the needs of the vulnerable, diverse and growing population

1.8



Safe community

Support a safe community with capacity and resilience to adapt to change

People: strategies

How will we achieve our focus?



1.1

Respect, acknowledge and protect the continuous living culture of Aboriginal and Torres Strait Islander peoples






OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.1.1. Create more visibility of and opportunities to share and learn about Aboriginal and Torres Strait Islander Cultures</p>	<p>Implement the Waverley Reconciliation Action Plan</p>	<p>Promote awareness and recognition of cultural protocols and protection of Aboriginal and Torres Strait Islander Cultures among community and staff</p>		<p>The first Dawn Reflection was held on 26 January with 500 people in attendance. Council supports the Yes campaign and developed a community education campaign including online information, community breakfast with guest speakers, expert panel discussion, and community education workshops</p>
		<p>Partner with Gujaga Foundation to implement Dharawal Language Program and recommendations of the Aboriginal and Torres Strait Islander cultural audit</p>		<p>The Sharing Dharawal Language program was a finalist in the NSW Local Government Excellence Awards. The Reconciliation Action Plan Advisory Committee have made recommendations to prioritise and manage the outcomes of the Cultural Audit</p>



1.2 Celebrate diversity, promote inclusion and accessibility for all members of the community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community life</p>	<p>Implement Council's 2022–2026 Disability Inclusion Action Plan (DIAP)</p>	<p>Determine and implement DIAP priority actions in consultation with Access and Inclusion Panel</p>	<p>●</p>	<p>Panel meetings were held in March and May 2023. Disability Inclusion Action Plan 2022–26 progress reports were presented at panel meetings and members provided input into a number of initiatives. Meetings focused on Bronte Surf Life Saving Club /Park, Waverley and Coastal Reserves PoMs, Waverley inclusive play design and Council Grant for Inclusion. Disability Business Forum planning is in progress</p>
		<p>Facilitate a walking and mobility working group meeting to progress and coordinate initiatives in DIAP and other strategies</p>	<p>●</p>	<p>Two Walking and Mobility working group meetings were held. Future actions will be addressed through the Transport Project Control Group. Investigation is in progress to explore mobility mapping integration to the Walking Study (Planning) and Walk to School initiative</p>
	<p>Explore alternative service models to connect people with disability to mainstream services and activities</p>	<p>Prepare an options paper to connect people with disability to mainstream services</p>	<p>●</p>	<p>The Executive Leadership Team approved the Options Report in June 2023. Business Plan was updated and include actions to identify opportunities for mainstream participation</p>

1.2 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.2.2. Promote the benefits of Waverley’s cultural diversity in support of a strong and cohesive community</p> 	<p>Implement the Waverley Cultural Diversity Strategy 2021– 2031</p>	<p>Implement the anti-racism campaign in partnership with others and deliver staff training.</p>		<p>An artist talk was held with two artists. Two additional artists were selected for Year 2 of the Anti Racism Art Competition, with one artist completing the mural. A Communication Supports Policy was developed to support people with communication barriers. A framework for ethical storytelling and a new program to better include newly arrived young migrants is being developed. It includes dedicated activities and the promotion of existing free activities available to the wider community</p>
<p>1.2.3. Strengthen partnerships and collaboration with the community, local services and across levels of government to optimise resources, share information and best practice</p> 	<p>Maintain and build partnerships and capacity with local services</p>	<p>Research, analyse and prepare research reports on emerging trends in the community</p>		<p>Five community profiles were completed. Eastern Sydney Youth Services Network member feedback 2022 showed 100% satisfaction in knowing local services system and access to information and resources in provision of support to young people</p>
		<p>Coordinate community development and advocacy activities with local networks</p>		<p>Dementia awareness information session was held with 50 participants in July 2022. Council supported Justice Connect to develop and launch a Russian translation of the Power of Attorney Guide in November 2022 and NSW Health promotions on topics such as mobility, nutrition and falls prevention awareness. Planning is underway for a Dying to Know workshop in August 2023. Community Home Support Program (CHSP) Sector Support delivery plans to support aged services and a new workplan for 2023-24 were submitted to the Department of Health</p>



1.3 Foster a caring, well connected and cohesive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing</p>	<p>Create innovative online and face to face opportunities to build connections through activities, grants and space activation</p>	<p>Enhance volunteering opportunities, facilitate community gardening activities and maximise grant opportunities</p>		<p>The biennial Local Hero Awards were held in May 2023 in conjunction with the annual volunteer recognition event. The Waverley Community Garden continued with new members, regular working bees, education sessions and new projects. A thank you event for Volunteers was hosted at the Bondi Pavilion. The event was open to any volunteer organisation in the Waverley LGA and involved morning tea/ lunch, a teams game day and a tour of the Bondi Pavilion, in partnership with the Junction Neighbourhood Centre and Holdsworth</p>
				<p>Neighbour Day activities in March 2023 involved supporting multiple open gardens across Waverley and providing an educational activity at the Waverley Community Garden. Council's first activity under the new volunteer initiative at Waverley Cemetery attracted 20 participants. More than 80 people attended two storytime sessions resulting in increased engagement with local playgroups, new playgroups volunteers and new families connecting with the Waverley Family Support Service</p>




1.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing</p> 	<p>Create innovative online and face to face opportunities to build connections through activities, grants and space activation</p>	<p>Build on inter-generational programs and engage residents lacking family connections and support</p>	<p>●</p>	<p>Intergenerational research project partnership with UNSW and La Trobe Global Health contracts was signed and initial on-site briefing meetings were held for program commencement in Council’s Early Education Centres. Partnership with St Clare’s and the Seniors Centre participants continues with positive feedback from all participants. Children’s Services Intergenerational Music Program held in partnership with Classic Hits received positive feedback from families and participants, attracting 60 seniors and a group of eight preschoolers from Council’s Early Education Centres</p>



1.4

Provide opportunities for young people to engage, connect and build capacity


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people</p>  	<p>Actively engage and integrate the voices of young people in planning and design</p>	<p>Pilot a project based youth engagement process and establish an internal working group to determine youth preference on engagement and spaces</p>		<p>Council funded Bondi Beats program, providing young people with a no or low-cost and accessible after-school pro-social activity which ran over eight Fridays between March and May 2023. Planning commenced for schools' Student Representative Councils to hold a Young People's forum chaired by the Mayor. Youth engagement strengthened through the Youth Week activities and music mentoring program. Bondi Street and Bowl Skate Coaching, Live Mural Workshop, Bondi Beats Pop-up and Clothing Swap stall were part of the Youth Week program held in partnership with WAVES for the WAVES youth music festival in June 2023. Overall 65 young people accessed the activities including seven young volunteers who planned and implemented the clothing swap stall</p>





1.5 Promote and encourage art, culture and creative expression and participation

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation</p>	<p>Implement the Waverley Arts and Culture Plan 2021–2026</p>	<p>Organise Bondi Pavilion housewarming program and deliver Bondi Festival</p>	●	<p>In the last six months, two performance opportunities were made available for housewarming resident to present the work devised as part of the housewarming residency. Planning and delivery of Bondi Festival is in progress</p>
		<p>Leverage Bondi Pavilion, Boot Factory and annual event program reinvigoration to establish new partnerships and sponsorships</p>	●	<p>Partnerships were established with:</p> <ul style="list-style-type: none"> - Studio A to deliver Rainbow Mermaid Fireworks exhibition in Bondi Pavilion Art Gallery, April 2023 - Sydney WorldPride partnership to deliver a range of programs during March 2023 - Arts on Tour, Critical Stages Touring and Nicholas Clark. <p>Professional development workshops were presented for local creative community via partnership with Creativeplusbusiness and Council staff attended the Australian Performing Arts Market to establish partnerships with presenters and touring companies for future works</p>
		<p>Deliver artists in residence programs</p>	●	<p>Waverley Artists Studio artists presented their group exhibition Two Sides of the Same Coin in Bondi Pavilion Art Gallery from 19 May to 25 June 2023. New Local Creative Collaborations program was launched seeking expressions of interest from local creatives to access creative development support via access to venue, subsidised venue usage and direct financial support</p>





1.5 continued...






OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.5.1. Provide a network of affordable, fit-for-purpose, accessible cultural and arts facilities that support cultural and creative participation, production and presentation</p> 	<p>Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met</p>	<p>Promote Bondi Pavilion to optimise utilisation</p>		<p>Bondi Pavilion’s marketing and communication channels are promoting activities and services. Since reopening the demand has increased with more than 2,100 sessions scheduled across the venue from October 2022 to June 2023, including 25 regular community hirers each week. Activities include health and fitness classes, support groups, music and theatre performances, conferences, talks, private functions, corporate events and festivals</p>
<p>1.5.2. Deliver a range of diverse and inclusive art, cultural and civic programs, events and experience, including day and night and out-of-season activities</p> 	<p>Implement a rich and diverse program of cultural activities across a range of creative and performing arts forms</p>	<p>Implement an annual program of existing, new and innovative arts and culture activities</p>		<p>Arts and culture programs delivered include weekend Courtyard Winter Music sessions at Bondi Pavilion, Sydney WorldPride programs, Local Creative Collaborations professional development series, local networking event and creative development expressions of interest launch, free WAVE bands and Sunshine Singers concert, free artist talk and Lisa Oduor-Noah and Miriam Lieberman at Bondi Pavilion; regular Classic Hits concerts, Bondi WAVE Youth Music program featuring seven bands and 25 participants, school holidays theatre programs, Waverley Youth Art Prize, Mermaid Fireworks exhibition in Bondi Pavilion Art Gallery with 20,748 people, Two Sides of the Same Coin Waverley Artist Studio group exhibition, multiple gallery artist talks and workshops, talks and ideas events with Vika & Linda Bull, Jessica Rowe, Suzanne Leal (Local author) and International Women’s Day Talk</p>
		<p>Explore and identify sponsorship opportunities for ongoing events</p>		<p>Bondi Festival sponsorships were finalised and commercial valuation of sponsorable assets is in progress</p>

1.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector</p> 	<p>Grow community and event capacity to expand cultural and creative sector profile and impact</p>	<p>Establish partnerships with local businesses, organisations and individuals to deliver Bondi Pavilion community radio station and pottery studio</p>		<p>Council continued to promote Sydney Clay Studio in School Holidays marketing collaterals.</p> <p>Eastside Radio’s Radiothon was supported with free tickets to Bondi Festival events.</p> <p>Council worked in partnership with Eastside Radio on music for Bondi Festival event Skate Date</p>


1.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction</p> 	<p>Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion</p>	<p>Conduct a review of library programming to maximise participation with an emphasis on literacy</p>		<p>The Library Strategy community consultation results indicated that residents highly value the suite of programs offered at the Library and there is an increase in demand for school programs, storytimes, toddler and STEM activities, which will be included as recommendations in the Library Strategic Plan 2023</p>
		<p>Provide creative library programs online and face to face to suit the needs of the community</p>		<p>The Library organised two school holiday programs with 39 sessions for 1,240 attendees. Emergent Literacy Programs engaged 6,225 attendees and five outreach sessions at local playgroups and parks attracted 419 attendees. World Bee Day was celebrated by Sydney’s Bee Association discussing sustainable environments and preservation (50 attendees) and a May the 4th Star Wars themed afterschool event was held with craft, games and activities using the Library’s STEM collections (40 attendees). Other events include weekend drop-in craft sessions, seniors events such as Macrame Making, Seniors Film Screening, Live streaming of official Seniors Week Concert (60 attendees), WorldPride events Drag Trivia (47 attendees), Drag Paint and Sip (20 attendees) and Drag Make-up Workshop (15 attendees). Regular art programs included Collage, Sketch Flash, and Art After Dark. The Tech Help program provided technological assistance and the Digital Know How series. New programs include the first lecture, The Morality of AI in the Cutting Edge Lecture series and the first Queer Cinema session . Other programs and events delivered include the Online Scams Seminar, HSC Help: Manage ChatGPT and other Online AI Tools, Green Thumbs, Online Multicultural Cooking, Bad Cinema Club , Mens Book Club, Queer Book Club and Waverley Reading Group</p>
		<p>Develop and implement a staff training plan to enhance customer service at the Library</p>	<p>Review staff skills to assess gaps to develop a training plan</p>	





STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  Delayed  Delayed/on hold - impacted by unforeseen conditions



1.6 Provide access to social services and facilities for all stages of life

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.6.1. Connect with service providers and community groups to drive community wellbeing outcomes</p> 	<p>Partner with service providers and community groups to share data and resources, address emerging community needs, and adapt to local challenges</p>	<p>Deliver a targeted grants program that supports coordination and collaboration around local services and projects</p>	<p>●</p>	<p>Council made changes to the 2023–24 community grants round. Some ongoing small grants recipients were included in the Community Services grants. This was made possible from savings achieved through Community partners implemented program changes.</p> <p>The Transition to School webinar and Effective Parenting workshop were held successfully in May 2023. Schools and Services Breakfast Forum Transition to High School attracted 80 attendees representing nine service provider agencies, 30 primary schools, eight high schools, and three schools’ area directors. In March 2023, 36 participants representing 20 organisations shared information and discussed Domestic Family Violence prevention strategy, collaboration strategy for youth homelessness services system and pathways to Southeast Sydney Local Health District adolescent mental health services. In May 2023, Council staff supported Shopfront youth legal centres to plan a talk on how to assist young people in the criminal justice system. Eastern Sydney Ageing and Disability Interagency met five times with approximately 140 people in attendance</p>

1.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.6.2. Deliver high-quality, affordable services that support community connection and promote independence, health and wellbeing</p> 	<p>Develop a Children and Family Services Strategy and continue to deliver high quality early education services</p>	<p>Undertake research to understand demand, supply, local capacity, community needs and trends</p>		<p>Customised target group profile was developed for families and children. Submissions were developed for two Early Childhood Inquiries (IPART & Productivity Commission) to inform the Strategy preparation. Council has been invited to participate in the Australian Competition and Consumer Commission and IPART inquiry. Findings from these and Local Government inquiries will inform follow up work, detailed service analysis and recommendations in response to industry changes</p>
	<p>Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families</p>	<p>Manage demand for Family Day Care and Early Education Centre places, increase the number of children with additional needs and deliver a specialised family support program to parents/ carers</p>		<p>Promotional materials for new Kids Link were designed and printed to distribute to families via Children’s Services enrolment package, library and playgroup. The Family Day Care received Meeting assessment and rating. There are 337 active families on Council’s waitlist for children 0-3 years. Additional funding was secured under Start Strong program to resource and enhance education program and fee relief for families with children 3-4 years. Start Strong preschool and transition to school programs are being implemented. Waverley Early Education Centre hosted Transition to School event for families in partnership with local primary school. Early Education Centre and Family Day Care Reconciliation Action Plan was submitted to Nurragunnawali for annual review</p>
	<p>Deliver high quality social and recreational programs that supports ageing in place in line with new legislation and funding requirements</p>	<p>Relocate and prepare the Waverley Community Seniors Centre</p>		<p>Relocation was delayed because of contractor suspending trading. New activity at Bondi Pavilion was implemented and well attended. Commonwealth Home Support Programme workforce survey was submitted</p>








1.7

Actively drive housing policy to meet the needs of the vulnerable, diverse and growing population

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.7.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness 	Deliver targeted support through social and affordable housing programs and work with internal and external partners to extend provision	Prepare options paper to determine future scope and reach of Council's social and affordable housing programs	●	Options for maximising existing program reach and opportunities for growth arising from the Social and Affordable Housing Review report were incorporated in policy proposals and housing planning
	Continue partnership with Eastern Suburbs Homeless Assertive Outreach Collaborative to address street homelessness	Participate in Annual Street Count and coordinate support for homeless people with complex needs	●	Council coordinated the Regional Street Count held in February 2023. The number of people experiencing homelessness on the streets of Waverley remains stable. Coordinated assistance was provided to rehouse older residents evicted from boarding house
	Explore new approaches including partnerships to increase provision of affordable housing	Update the Affordable Housing Program Policy and other related policies	●	Presentation of the proposed changes for feedback will be presented to the Executive Leadership Team and the Housing Advisory Committee in July 2023
1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible 	Implement planning controls that increase diversity of housing	Undertake review of Waverley Development Control Plan to facilitate diversity of housing	●	Council adopted the Waverley Development Control Plan (DCP) 2022 at its meeting in December 2022. Relevant recommendations from Waverley Housing Strategy were incorporated into the DCP
		Advocate to the NSW Department and Planning to increase the mechanism for affordable housing on an ongoing basis	●	Submissions were made to the Department of Planning and Environment (DPE) regarding Waverley Affordable Housing Contribution Scheme Planning Proposal (AHCS PP). Awaiting Gateway determination from DPE to exhibit the PP

1.7 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.7.3. Grow the provision of social and affordable housing</p> 	<p>Implement Planning Agreement Policy 2014 to contribute to Waverley Affordable Housing Fund</p>	<p>Negotiate Voluntary Planning Agreements that increase our affordable housing fund when offered by developers</p>		<p>Voluntary Planning Agreements (VPA) Policy has been amended to increase the percentage of VPA funds to be expended towards affordable housing from 15% to a minimum of 25% and up to 100% in certain circumstances</p>
	<p>Advocate with Department of Planning and Environment (DPE) to improve affordable housing</p>	<p>Advocate with DPE to implement the Affordable Housing Contribution Scheme</p>		<p>Submissions were made to the Department of Planning and Environment(DPE) regarding Waverley Affordable Housing Contribution Scheme Planning Proposal (AHCS PP). Awaiting Gateway determination from DPE to exhibit PP</p>
<p>1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport</p> 	<p>Ensure strategic plans manage and protect/ retain adequate housing supply/ density close to jobs, services and public transport</p>	<p>Develop and implement Inter War Building design guidelines to promote retention of existing density and housing affordability.</p>		<p>Guidelines were adopted by Council and implemented through Waverley Development Control Plan 2022</p>



1.8 Support a safe community with capacity and resilience to adapt to change

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues</p>	<p>Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour</p>	<p>Progress research and advocacy to ensure women experiencing domestic violence can access support</p>	●	<p>Protocols are finalised in collaboration with Eastern Suburbs Aged and Disability Interagency</p>
		<p>Implement Child Safe Policy to empower children and young people in decision making</p>	●	<p>An eLearning module on child safe compliance and training for all Council staff was prepared</p>
		<p>Partner with NSW Police to patrol and target anti-social behaviour and noise related issues within hot-spots</p>	●	<p>Of the total 56 noise related issues received in Q3 and Q4, 44 were in hotels and restaurants areas and 12 from residential areas. Of the total of 95 noise related issues received in the financial year, 69 were from hotels and restaurant areas in the financial year</p>
		<p>Undertake daily patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches</p>	●	<p>Rangers continued to patrol beaches to improve safety. There were 89 pollution related breaches in the LGA in the last six months for which infringement notices were issued</p>
	<p>Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour</p>	<p>Undertake inspections to regulate food handling, sewerage, excessive noise and other issues</p>	●	<p>Routine food safety inspections were undertaken with a total of 565 food licence premises inspected in the financial year. In Q3, 196 inspections were undertaken and 180 in Q4. Noise and sewage complaints were dealt on an ongoing basis</p>
		<p>Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots</p>	●	<p>Daily patrols were undertaken in dog on-leash areas with 214 infringements issued for non-compliance in Q3 and Q4</p>

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses 	Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations	Identify priority actions under resilience framework for improvement	●	Climate change risk assessments were completed and risk registers were updated and priority actions defined. The Framework will continue to be implemented in 2023–24
		Deliver the Sustainable Communities Strategy to improve sustainability and embed second nature in community	●	Council continues to provide monthly newsletters to 12,000 subscribers on Second Nature engagement and educational activities
1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management 	Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group	Deliver beach safety management services and education programs	●	Council in partnership with Randwick City Council launched a joint pilot project to introduce Float to Survive a beach/water safety educational program and research project. Plans are underway to produce collaborative Float to Survive campaign media release to advertise the key findings from the report
		Participate in regular meetings with external stakeholders on coastal safety management issues	●	Council continued to participate in Coastal Safety Group meetings in Q3 and Q4

Outcome measures

MEASURES	BASELINE	TARGET 2023	ACTUAL 2023
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	Minimum 80% positive community and stakeholder feedback	96% positive feedback for an evaluated program or event conducted in FY22-23
Number of partnerships to facilitate growth for our cultural and creative sector	12 event and program partnerships (2021)	Maintain number of event and program partnerships	13 event and program partnerships
Maintain the activities that promote community connection	25 (2021)	25	50
Participant satisfaction with capacity building workshops	80% (2020)	Maintain satisfaction at 80%	95%
Community services maintain quality accreditation	Meet accreditation and quality rating	Meet accreditation and quality rating	3 services Exceeding Rating, 2 services Meeting Rating
Number of beach safety talks	2 beach safety talks completed (2021)	6 beach safety talks	NA
Tenant and community satisfaction with social and affordable housing delivery	78% (2021)	Maintain	88%





Theme 2: Place

Our Place theme focuses on the natural and built environment

We facilitate architectural design excellence in building infrastructure, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical. Council aspires to be a frontrunner and advocate for balanced development in Waverley.

Our community has strong environmental values, and healthy, active lifestyles, and we are committed to reflecting this in Council strategies. Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

To ensure we are meeting community expectations, we are focusing on improving roads, footpaths, parks and playgrounds, and being better prepared for climate changes and potential flooding. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, conserve energy and water resources. We recognise that any waste sent to landfill has long-term environmental impacts. We aim to progress Waverley to be a zero waste community.

Place: our objectives

What will we focus on?

2.1



Reduce greenhouse gas emissions (Waverley)

Facilitate, enable and support the community to rapidly reduce their greenhouse gas emissions

2.2



Reduce greenhouse gas emissions (Council)

Rapidly reduce Council's greenhouse gas emissions

2.3



Climate change and resilience

Prepare and adapt to the impacts of climate change

2.4



Biodiversity

Protect and increase our local bushland, parks, urban canopy cover and habitat areas

2.5



Water use and quality

Conserve water use and improve water quality

2.6



Control and manage development

Control and manage development to protect the intrinsic values of the community including aesthetics, size, heritage and population

2.7



Safe and accessible parks and open spaces

Ensure public spaces, parks, open spaces and facilities have equitable access, are safe day and night, and meet community needs for recreation

2.8



Sustainable transport

Ensure sustainable transport infrastructure is easily accessible and provides climate friendly transport alternatives

2.9



Traffic, transport and parking

Manage traffic, transport and parking in a balanced way

2.10



Accessible and sustainable assets

Build, maintain and renew well-designed, accessible and sustainable assets and infrastructure, to improve the liveability of neighbourhoods

2.11



Sustainable waste and circular economy

Move towards a sustainable waste community and a circular economy

2.12



Clean and litter free spaces

Keep public spaces clean and litter-free

Place: strategies

How will we achieve our focus?



2.1

Facilitate, enable and support the community to rapidly reduce their greenhouse gas emissions

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure 	Implement initiatives that increase uptake of green energy, and improve environmental performance	Deliver Building Futures and residential dwelling program		Buildings Strata Managers were engaged and a range of energy savings were implemented. The savings are currently being calculated and will be reported in 2023–24
		Promote the uptake of renewable energy in the community		Council promoted the use of GreenPower and identified other opportunities for the community and business sector to purchase renewable electricity
		Deliver Solar My Suburb and Solar My School program		In January 2023, St Catherines (new building) installed a 99kW solar system as part of Solar my School program



2.2 Rapidly reduce Council's greenhouse gas emissions

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.2.1. Increase Council's energy efficiency, uptake of renewable energy and reduce carbon</p>	<p>Demonstrate leadership in green energy generation, consumption and energy saving programs</p>	<p>Purchase 100% renewable energy in the Council electricity contract and install solar on Council assets</p>	●	<p>Council purchased 100% renewable electricity. Solar was installed on Bondi Pavilion and is now operational</p>
		<p>Transition to a non-fossil fuel gas in Council assets</p>	●	<p>Gas appliances were removed at Waverley Cemetery. Removal at Gardiner and Bronte Early Education Centres are in progress</p>
		<p>Upgrade and improve street lighting performance</p>	●	<p>Council has entered into an agreement with AusGrid to upgrade all main road luminaires in Waverley over the next 1-3 years</p>
		<p>Purchase electric vehicles for Council's vehicle fleet</p>	●	<p>Procurement of electric vehicles were completed for delivery in 2023–24</p>










2.3 Prepare and adapt to the impacts of climate change

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.3.1. Deliver the Climate Change Adaptation and Resilience Framework 	Implement the Climate Change Risk Adaptation and Resilience Framework	Integrate Waverley Climate Change Scenario and Climate Change Risk assessment into Council's Asset Management Program		Risk assessments were completed in five areas of the Adaptation Framework. The findings will inform the Urban Greening and Cooling Strategy
		Progress to stage 3 of a Coastal Management Plan		Council was not successful with the grant application and will continue to progress the Coastal Management Plan in 2023–24






2.4

Protect and increase our local bushland, parks, urban canopy cover and habitat areas

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.4.1. Improve the condition of non-remnant native vegetation on public land in the LGA and reinstate indigenous vegetation characteristic of natural coastal landscapes in Councils' parks and reserves</p> 	<p>Deliver the Biodiversity Action Plan- Remnant Sites</p>	<p>Engage bush regeneration contractors to implement the Biodiversity Action Plan – Remnant sites</p>		<p>Bush regeneration contracts have been completed for the financial year across all sites</p>
<p>2.4.2. Protect the threatened species plan Acacia terminalis (subs Eastern suburbs) and Eastern Suburbs Banksia Scrub Endangered Ecological Community</p> 	<p>Deliver Thomas Hogan, Bronte and Tamarama Ecological Restoration Action Plan</p>	<p>Implement priority projects in Ecological Restoration Action Plans for Tamarama and Bronte</p>		<p>Bush regeneration contracts have been completed for the financial year across all sites</p>
<p>2.4.3. Improve biodiversity across the Waverley LGA</p> 	<p>Improve native habitat in habitat corridors and adjacent to remnant areas</p>	<p>Deliver the Living Connections program</p>		<p>The Living Connections Program is expanded to all areas of the local government area and the program was delivered to 280 households with very positive feedback</p>
		<p>Review DCP controls to improve native habitat in habitat corridors and adjacent to remnant areas</p>		<p>Expanded biodiversity corridors map including light pollution controls were adopted as part of the Waverley Development Control Plan in December 2022</p>

2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.4.4. Increase the quantity of trees and plants in public and private spaces, parks and streets to achieve Waverley’s canopy targets</p> 	<p>Prepare and implement Tree Canopy Strategy</p>	<p>Review and update tree register and implement annual tree planting program</p>		<p>104 trees were planted during the reporting period. The Public Domain Tree Inventory Audit project report is finalised. Proactive tree maintenance activities will be planned in 2023–24</p>
		<p>Review planning instruments in line with Tree Canopy Strategy</p>		<p>The draft Urban Cooling and Greening Strategy has been prepared and will be presented to the Council at its meeting in July 2023.</p> <p>The Waverley Development Control Plan 2022 includes new clauses to improve native habitat in line with the Tree Canopy Strategy</p>



2.5 Conserve water use and improve water quality

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture 	Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects	Deliver WaterFix project (Strata, Commercial and Small Business) in partnership with Sydney Water	●	Waterfix strata was delivered in partnership with Sydney Water
		Organise site sediment control training and inspections	●	Get the Site Right inspections were completed in building sites and relevant compliance actions were undertaken
2.5.2. Improve water efficiency of new and existing buildings 	Engage the community to promote water savings devices and practices	Deliver residential water efficiency program	●	This project was delivered as part of the Building Futures Program
2.5.3. Reduce or minimise the pollutants entering into waterways 	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	Construct new stormwater quality improvement devices in the Glenayr Avenue project	●	Water sensitive urban design infrastructure was completed as part of the Glenayr Avenue Streetscape project
		Maintain water sensitive urban design infrastructure in Bondi Junction	●	Water sensitive urban design assets were maintained




2.6








Control and manage development to protect the intrinsic values of the community including aesthetics, size, heritage and population

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues</p>	<p>Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies</p>	<p>Review and update the Community Participation Plan to integrate codesign into future engagements</p>	▶	<p>The Community Participation Plan was integrated into the Community Engagement Strategy 2023. The document was placed on public exhibition until 14 June 2023. The community feedback received will inform the finalisation of the Plan</p>
		<p>Coordinate community engagement, education, data collection and community views to respond to issues related to overdevelopment</p>	▶	<p>A Community Planning Advocate position has been established and a comprehensive community awareness program is being planned. Additionally the scope for a community survey is also being developed.</p> <p>The Community Engagement Policy and Strategy was prepared in consultation with the Waverley community and stakeholders and adopted by Council</p>
<p>2.6.2. Ensure new development provides high standard of design quality and does not adversely impact the amenity of neighbours or the wider community</p>	<p>Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)</p>	<p>Assess all applications against relevant provisions of the LEP and DCP and other relevant legislation</p>	●	<p>Assessment reports demonstrate that all applications are assessed against relevant provisions of LEP and DCP and applicable legislation</p>
		<p>Provide timely determinations of applications for development</p>	<p>Implement assessment procedures that deliver high quality outcomes and efficient determination</p>	●



2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.6.3. Ensure development is undertaken in accordance with required approvals and new and existing buildings provide a high standard of fire safety and amenity</p> 	Ensure development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier	Assess applications for a construction certificate against the development consent and legislation and ensure compliance during required inspections	●	Of the 23 building certificates lodged, nine were determined. Six certificates are under assessment
	Provide efficient and professional pool certification	Undertake swimming pool inspections in compliance with Swimming Pool Act and Regulation	●	70 swimming pool inspections were completed in Q3 and Q4
	Ensure new buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	●	Of the 68 fire safety inspection requests received in Q3 and Q4, 34 were assessed and finalised, 30 are in various stages of assessment and assessment has commenced for four requests
		Undertake fire safety inspections where potential fire safety issues are identified	●	Of the 12 fire safety related complaints received in Q3 and Q4, 10 were inspected and closed. The remaining two complaints are under further investigation
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Investigate complaints and take appropriate enforcement action relating to illegal use/ building works in a timely manner	●	In Q3 and Q4, 346 complaints related to illegal building work and construction hours were received, 240 complaints were investigated and closed. Other categories of complaints relate to 189 complaints on the condition of existing buildings, 96 regarding dangerous work practices and 53 on illegal use. Thirty-six infringement notices on illegal building works were issued

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant</p> 	<p>Explore ways to incentivise commercial floorspace in Bondi Junction</p>	<p>Prioritise controls that facilitate commercial floorspace outcomes in Bondi Junction</p>		<p>Clause 6.12 in Waverley Local Environmental Plan 2012 maintains non-residential floorspace in Bondi Junction</p>
		<p>Implement minimum non-residential Floor Space Ratio across all of Waverley's centres</p>		<p>Preparation of Employment Planning Proposal is in progress and is scheduled for completion late 2023</p>
<p>2.6.5. Create a thriving, flourishing, accessible and liveable destination with great public spaces and buildings, public art, and walkable streets that engage and excite everyone</p> 	<p>Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036</p>	<p>Undertake assessment and scope Oxford Street Masterplan preparation</p>		<p>The Bondi Junction Cycleway works are complete. Works are progressing with Oxford Street Mall upgrade planning with current year milestones completed. Planning is a multi-year process and will run to 24 months.</p> <p>In Bondi, the Glenayr Avenue streetscape upgrade and Curlewis Street design were completed</p>
		<p>Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects</p>	<p>Undertake street health check for streetscape upgrades</p>	
	<p>Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation</p>	<p>Deliver annual program of festive decorations bespoke to urban area</p>		<p>During Sydney WorldPride, Pride flag at Chambers, and pride and transgender flags at Bondi Beach sea wall murals were painted</p>
		<p>Deliver annual program of public art</p>		<p>Turnover of Sea Wall permits, and an additional 40 new permits were allocated for new murals in May and June 2023. Bondi Pavilion Whale Dreaming Public Art concept designs were assessed and two artists paired through a mentorship relationship will be managed by the Gujaga Foundation, with project support from TZG Architects. Bondi Mermaids Public Art Expressions of Interest closed and is under review</p>

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character</p> 	Implement Heritage and Social Impact Assessment recommendations	Review Development Applications in line with Heritage and Social Assessment guidelines	●	Updated heritage provisions related to Inter-War residential flat building development and social impact assessment guidelines were integrated and implemented through Waverley Development Control Plan 2022
	Revise the Aboriginal Heritage study and prepare Management plans for all registered sites	Initiate Aboriginal Heritage Study scoping including management of registered sites	▶	Preparation of a detailed proposal is in progress. Once completed, the Executive Leadership Team will review scope, cost, timeframe and process to define next steps
	Review heritage and character controls in strategic plans	Implement the Heritage Policy into the LEP	▶	Project briefs for Heritage Inventory Sheets were completed and work is in progress and scheduled for completion in August 2023. Heritage Planning Proposal will be lodged for Department of Planning and Environment determination once the Inventory Sheets are finalised
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Develop Quinn Road memorialisation	●	Concept designs were updated and internal review is in progress. Geotech investigation is underway
		Implement innovative heritage navigation options and improve public amenity at Waverley Cemetery	●	Ten new significant grave signs were installed. QR codes to short videos for graves were developed
<p>2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments</p> 	Provide a range of Arts, Culture and Events programs to promote local participation, engagement and exchange	Explore program opportunities across Waverley precincts to activate spaces and promote local connections	●	Global Table was delivered in May 2023 to activate Bondi Junction Mall. Make Music Day pop up musicians performed at the Mall. Four Family Film Nights was delivered, one in each ward from April to May 2023









2.7

Ensure public spaces, parks, open spaces and facilities have equitable access, are safe day and night, and meet community needs for recreation are well maintained

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.7.1. Provide safe, accessible and diverse spaces and facilities for different users</p>	Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles	Implement a range of recreation programs including activities for active and healthy lifestyle	●	Participation across the period increased through the delivery of 22 school holiday programs with 372 attendees. 158 weekly Active Seniors classes were organised at the Margaret Whitlam Recreation Centre with 2,331 attendees
	Maximise the use and access to public open recreation spaces and sports fields	Promote Council's sportsfields and facilities and investigate opportunities to achieve optimal use	●	Usage of sports facilities remained consistent throughout the period with daily swap-overs of multi-purpose courts accommodating a range of basketball, tennis and netball groups. Archery was introduced into the school holiday program and there has been an increase in demand for Pickleball bookings on the outdoor courts
	Deliver accessible community facilities and venues that cater for the diverse needs of the community	Promote Council's community venues and facilities and investigate opportunities to increase utilisation	●	Expression of Interests were sought for community venue hire through print and online channels to drive additional applications and utilisation across all facilities. Website content on indoor community venue, sports field and courts and halls was updated for accessibility

2.7 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works</p> <p> </p>	<p>Implement the Open Space and Recreation Strategy action plan and the Inclusive play space study</p>	<p>Upgrade Waverley Park Playground and Fitness Station and two additional local pocket parks</p>	<p></p>	<p>Works at Belgrave Street reserve and Onslow Street Reserve are complete. Works at Waverley Park playground and fitness station commenced and is scheduled for completion in 2023. Council is continuing to liaise with Sydney Water for play equipment installation</p>
<p>2.7.3. Leverage opportunities to provide new and extended spaces in key locations</p> <p> </p>		<p>Provide public access to Hunter Park and activate Harley Place and Alfresco Dining in Hall Street.</p>	<p></p>	<p>Scoping and procurement are underway for Hunter Park access paths. Hall Street streetscape upgrade scoping scheduled to begin in 2024. Council at its meeting in September 2022 resolved to not proceed with Alfresco Dining in Hall Street as part of the Streets as Shared Spaces Program and instead explore opportunities as part of a streetscape upgrade with planning to commence in 2023. Council is progressing other streetscape upgrades such as Curlewis Street, Charing Cross and North Bondi Terminus</p>



2.8

Ensure sustainable transport infrastructure is easily accessible and provides climate friendly transport alternatives

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency</p>	Prepare and implement a new Bike Plan and a new Walking Plan	Undertake research, audits and engage the community to prepare the Bike Plan and Walking Plan	●	Priority actions such as research and preparation of the Engagement Plan were completed. Walking Strategy development has commenced
	Implement cycling infrastructure, bike paths and pedestrian safety projects	Continue to deliver Bondi Junction Cycleway and associated footpath upgrades	●	Bondi Junction Cycleway is complete. Minor works at Adelaide and Oxford Street corner are nearing completion. Works outside the bus depot continue in defects period
		Deliver Glenayr Avenue Streetscape Upgrade and Tamarama Marine Drive pedestrian crossing	●	Glenayr Avenue Streetscape Upgrade is complete. Minor works such as street pole replacement is continuing. Tamarama Marine Drive pedestrian crossing is complete
	Develop an integrated transport solution that addresses traffic, parking and considers neighbourhood and place outcomes	Engage stakeholders and analyse traffic, parking and other road data and analyses	●	The Bondi Local Traffic Study is progressing with community consultation completed and analysis continuing into 2023–24
	<p>2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging</p>	Facilitate alternatives to private car transport such as improved access to bus and car share vehicles	Revise Car Share Policy and advocate with Transport for NSW/other service providers for improved access to bus stops	●



2.9 Manage traffic, transport and parking in a balanced way

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes</p>	Effective management of Council car parks to optimise revenue and customer experience	Review and monitor ongoing performance of new smart technologies at Council car parks	●	Smart system was installed and is operational. Regular monitoring of system efficiency is in place
	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Partner with NSW Government to provide real time parking availability via smart technology	●	A trial in partnership with TfNSW is underway to apply sensors to on street disabled parking spaces that reports to a webpage. This will identify which disabled spaces are available (vacant) to facilitate easier access for disabled permit holders. The ParknPay app shows availability of paid parking spaces and payment options in the LGA
	Ensure residential and commercial parking areas are patrolled	Patrol residential and commercial parking areas	●	Daily and weekly patrols were undertaken in parking areas. Of the 2,183 parking related complaints received in the last six months, 2,143 complaints were investigated and closed
<p>2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport</p>	Develop safe and convenient access by foot, bike or public transport to important destinations	Undertake research, audits and engage the community to prepare the Bike Plan and Walking Plan	●	Walking to School project is underway and the first round of community consultation is planned



2.10

Build, maintain and renew well-designed, accessible and sustainable assets and infrastructure, to improve the liveability of neighbourhoods

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.10.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community</p>	Implement the Strategic Asset Management Plan 6	Deliver annual actions in the SAMP Program	●	The SAMP program was delivered in line with the annual allocation
<p>2.10.2. Implement continuous improvement to achieve advanced maturity in asset management practices</p>	Implement the Asset Management Improvement Plan as noted in SAMP 6	Deliver proactive maintenance activities to ensure all Council's civil infrastructure assets meet standards	●	Proactive maintenance activities were undertaken as per schedule. Works included drain pit cleaning and inspections, sanding and oiling public place furniture, regular audits of compliance decals, weekly cleaning and clearing of outdoor shower pits at our beaches, replacement of faded and damaged street signs and line marking including installing driveway lines, monthly footpath trip hazard inspections, onsite inspections of outstanding service requests, removal and reinstallation of furniture and streets signs. Maintenance plan for Waverley Cemetery was prepared and endorsed
		Deliver annual SAMP building renewal program as part of the Capital Works Program	●	The 2022–23 building renewal program was completed
	Undertake an asset management maturity assessment	Review asset data integrity	●	Data integrity review was completed to inform the fair valuation. Works included asset inspections and financial analysis
<p>2.10.3. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes</p>	Implement priority actions identified in the Property Strategy 2020–2024	Implement commercial and social property portfolio management review recommendations	●	Commercial Property Review was completed. Planning is underway on actions identified

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions



2.11 Move towards a sustainable waste community and a circular economy

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS	
<p>2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill</p>	<p>Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials</p>	<p>Design and deliver an optimal waste and recycling collection service for the Waverley Community, including a best-practice service for collecting organics in Waverley</p>	●	<p>Optimal waste system for Waverley residents has been designed and approved by Council. Preparation of a two year implementation plan is scheduled for 2023–24. Work is underway to prepare the Waste Strategy and Action Plan</p>	
		<p>Partner with Southern Sydney Regional Organisation of Councils (SSROC) to develop and carry out regional tender for general waste and organics processing</p>	●	<p>Council is participating in two SSROC coordinated projects to explore regional market and procurement opportunities for recycling and FOGO processing. Expression of Interest was sought for this project and market analysis for recycling was completed</p>	
		<p>Implement a waste management system for in-vehicle monitoring, route optimisation, improved customer service capabilities and real-time data capture</p>	<p>Implement in-vehicle monitoring of waste management system</p>	▶	<p>Council is investigating waste management system options to implement the system in 2023–24</p>
		<p>Continue to implement Recycling and Contamination Improvement Program</p>	<p>Roll out Recycling and contamination Improvement to mixed use development</p>	●	<p>Eight apartments participated in the program and recycling contamination projects were delivered</p>
			<p>Deliver the Compost Revolution Program</p>	●	<p>86 compost bins and worm farms were delivered to residents in Waverley LGA in Q3 and Q4</p>
		<p>Provide waste collection points and recovery programs for problem waste items</p>	<p>Provide recycling drop off locations or events for problem waste items</p>	●	<p>Successful Recycle It Saturday events were organised at the Alexandria Integrated Facility. Problem waste stations are located at the Library and Customer Service Centre</p> <p>Scheduled drop off events have been delivered in partnership with the City of Sydney and Woollahra Councils</p>



2.12 Keep public spaces clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.12.1. Reduce litter and illegal dumping across Waverley through education and enforcement 	Deliver litter and illegal dumping education and enforcement program	Implement Waste in Public Place Policy and guidelines	▶	Policy and Guidelines were adopted and implementation is currently in progress.
		Organise illegal dumping education and ensure compliance	●	In partnership with the RID squad, Council delivered education and compliance activities continued in response to illegal dumping.
		Undertake beach litter audits	●	Beach litter audits were completed
2.12.2. Reliable and efficient public place waste 	Deliver optimal public place waste infrastructure and services	Undertake public place bin location review	●	Council prepared a Litter Bin Infrastructure Strategy which informs Council's bin replacement. Public place bin audits were undertaken in response to the changing streetscape
		Service and maintain public place bins	●	Bin repairs and replacements were completed as required

Outcome measures

MEASURES	BASELINE	TARGET 2023	ACTUAL 2023
Asset Maintenance Ratio	104.59% (2021)	100%	NA
Infrastructure Backlog Ratio	1.09% (2021)	Less than 2%	NA
Buildings and Infrastructure Renewal Ratio	268.81% (2021)	Greater than or equal to 100%	NA
Legislative compliance achieved on all matters investigated by Council	100%	100%	91%
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	79% (2021)	80%	80%
Affordable housing investments through VPA negotiations	25%	= or > than 25%	> 25% of VPA funds endorsed by Council in the last 12 months has been dedicated to affordable housing
Metres of separated cycleway	730 metres (2021)	1000 metres	1300 metres
Council greenhouse gas emissions	4,702 (t CO2-e)	4,000 (t- CO2-e)	1,715 (t- CO2-e) estimate as at 1 June 2023
Community greenhouse gas emissions	517,983 (t CO2-e) (2019-20)	502,000 (t CO2-e)	523,742 (t CO2-e) (2020-21)
Solar installations in Waverley LGA	7,561 KW of installed capacity	8,000 KW of installed capacity	9,534KW (as at June 2022)
Condition of remnant vegetation in the LGA	9% in good condition	9% in good condition	NA
Increase in the amount of remnant vegetation in good condition	5.9 hectares	Greater than 5.9 hectares	NA
Cleaning program completed according to schedule and service standards	100%	100%	100%
Waste collection program completed according to schedule and standards	100%	100%	100%





Theme 3: Performance

Our Performance theme focuses on Waverley being a well governed, transparent and financially sustainable organisation

We will continue to make Waverley an ethical Council that delivers efficient services to the community, on a basis of strong financial sustainability and accountability. Councillors represent and make decisions on behalf of all residents and ratepayers of Waverley, informed by thorough community engagement, strategic focus, and based on data and analysis. We will continue to improve the services we offer our community by building our internal systems, processes, capacity and capability.

We are committed to creating a prosperous and sustainable local economy, particularly as the State Government has identified Bondi Junction as a commercial centre linked to the Sydney global economy. We want to protect and enhance our neighbourhood villages while encouraging and supporting the creative and visitor economy.

Performance: our objectives

What will we focus on?

3.1



Community engagement opportunities

Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate

3.2



Excellent Customer Experience

Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation

3.3



Financial Sustainability and Resource Management

Ensure Waverley Council is financially sustainable, and manages resources, assets and contracts effectively

3.4



Governance, Capacity and Capability

Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community

3.5



Resilient Economy

The local economy is resilient and thriving, providing a diverse offering of services and opportunities for employment (including economic contribution of visitors)

3.6



Smart and Innovative

Waverley is a smart, safe and connected city of the future that fosters innovation

Performance: strategies

How will we achieve our focus?









3.1



Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage</p>	<p>Implement Community Engagement Policy and Strategy 2021</p>	<p>Partner with community groups, and other agencies to engage hard to reach groups on decisions impacting the community</p>	●	<p>Programs organised to create awareness of social challenges and promoting inclusion and diversity include the Interfaith Roundtable, the Net Zero Alliance, Youth Week, Council’s Reconciliation Action Plan, Multicultural Advisory Committee, Inclusion and Access Committee, Arts and Culture Advisory Committee, the women’s roundtable, and Early Education Centre marketing and communication. These forums have generated opportunity for Council to engage with hard to reach groups in the LGA</p>
		<p>Develop a community engagement campaign that responds to community needs on Council processes, decision making and critical issues</p>	●	<p>Council publishes a consultation report to close the loop with the community following their feedback. These reports are published on Have Your Say (HYS), shared via email to precincts, advertised on social media platforms and published on our engagement newsletter, eNews.</p> <p>In 2023, four Council meeting wrap-up videos were published to Waverley Council channels, increasing transparency of discussions and decisions made at the meeting.</p> <p>Council re-instated the Waverley News newsletter which is distributed to all households across the LGA and published on Council website</p>
		<p>Organise staff training to enable staff across the organisation implement more effective engagement tools and practices</p>	●	<p>IAP2 training has been organised for relevant staff. Position based training requirements will be reviewed to enhance engagement capacity within the organisation</p>

3.1 continued...



OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage</p> 	<p>Implement Community Engagement Policy and Strategy 2021</p>	<p>Engage Precinct committees on strategic issues</p>		<p>Precincts continued to be engaged on strategic issues such as Flood Planning in Waverley, the War Memorial Hospital DCP, Charing Cross Streetscape Upgrade, Curlewis Street Streetscape Upgrade, Tree Management Policy, Coastal Reserves Plan of Management, Draft Events Policy 2023, Draft Community Engagement Strategy 2023, Draft Innovation Roadmap 2025 and the Voice to Parliament. Feedback from the Precincts during the reporting period has continued to be very positive on the effectiveness of engaging through a variety of face to face and Zoom meetings. Precincts have also expressed an interest in hosting hybrid meetings, this option is made available for future engagement activities</p>
		<p>Develop a proposal that outlines a process to enable Combined Precincts group to host public forums</p>		<p>The Combined Precincts group discussions are still in progress to determine the preferred topic and option for progressing this project. Options will be considered further at upcoming Combined Precinct Meetings</p>
<p>3.1.2. Ensure our engagement practices are accessible and inclusive</p> 	<p>Implement Community Engagement Policy and Strategy 2021</p>	<p>Explore a range of engagement methodologies and channels that suit diverse needs of our community</p>		<p>A range of methodologies were identified and integrated into the Community Engagement Strategy 2023. Council's Community Engagement Strategy is based on social justice principles and includes a stakeholder section and engagement matrix. A ward based Have your Say pop-up through the year is also included in the Strategy</p>
		<p>Invest in emerging platforms to improve access and inclusion</p>		<p>The Hive was onboarded as Waverley's Have Your Say platform</p>

3.1 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.1.3. Continual development of an organisational culture focused on best practice community engagement</p> <p> </p>	<p>Improve data sources and analytics via Waverley customer/ audience evaluation processes</p>	<p>Establish communication dashboards to capture audience reach and impact to support evidence-based decision making</p>	<p>●</p>	<p>Communication dashboards were prepared and presented to the Executive Leadership Team and Council</p>



3.2 Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas</p>  	<p>Provide consistent level of customer experience tailored to suit the location, service and/or interaction</p>	<p>Develop and implement values-based customer experience training program tailored to level of customer interaction and responsibility within the organisation</p>		<p>Customer Service/Experience training is currently in development. Training will be facilitated through an online interactive module offering real-life scenarios applicable to all roles across Council</p>
		<p>Trial hybrid customer experience model as part of Bondi Pavilion restoration</p>		<p>Bondi Pavilion Welcome Centre is fully staffed and offering Council services over seven days</p>
		<p>Review all current service level agreements for service requests to ensure they meet operational requirements and provide clear guidance to customers</p>		<p>The service review of all customer facing services forms part of the broader Customer Experience Transformational project and strategic effort to uplift the customer experience. This activity will be delivered in 2023–24</p>
		<p>Implement Complaints Management Framework and monitor compliance with procedures</p>	<p>Streamline complaints management process and use data and analytics to inform service improvements</p>	



3.3 Ensure Council is financially sustainable, and manages resources, assets and contracts effectively




OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that respond to community needs and organisational capacity</p>	<p>Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans</p>	<p>Undertake Council’s Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities</p>		<p>The Six Monthly Progress Report for the period July-December 2022 was prepared and presented to the Council in February 2023. The draft Operational Plan 2023–24 was placed on public exhibition for a period of 28 days. Community feedback received were considered to adopt the Plan in June 2023</p>
	<p>Implement Long Term Financial Plan [LTFP 6 (2022-2033)] and monitor budget on a regular basis</p>	<p>Undertake annual review of LFTP, quarterly budget review and monthly budget performance reports</p>		<p>Council adopted its annual budget and Long Term Financial Plan at its meeting in June 2023. The Executive Leadership Team reviewed budget performance reviews on a monthly and quarterly basis. Quarterly budgets were also presented to the Council</p>
	<p>Implement the Workforce Plan 2022–2026</p>	<p>Implement priority actions in the Workforce Plan such as diverse workforce, tenure, wellbeing and age profile</p>		<p>Projects such as LifeStyleInventory 360 Degree Program for Directors and Executive Managers, SafeSpace Councils Digital WHS Management System, Annual Training Plan, Child Safe eLearning module, and de-escalation training for high risk roles were completed. The position description project has commenced and consultation with the workforce is in progress. Recruitment Review and Framework are in development</p>

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability</p> 	<p>Embed financial and environment sustainability across the organisation</p>	<p>Undertake a strategic review on user fees and charges focused on fees, cost of service, and subsidies</p>		<p>The 2023–24 Pricing Policy, Fees and Charges planning and setting approach was reviewed and endorsed by the Executive Leadership Team in November 2022 and review process is currently underway across the organisation</p>
		<p>Assess cost and benefit and affordability criteria in all business and operational decisions</p>		<p>High level cost benefit and affordability assessment for Council services were completed as part of the budget and fee setting process. Council has developed a service review program and will be commencing the program in 2023-24. Each service review will look in detail at a range of metrics and data to assess and review service effectiveness, including cost of service</p>
		<p>Deliver Second Nature in Council’s policies, culture and values</p>		<p>The Executive Leadership Team adopted the Sustainability Leadership Program as part of the Second Nature initiative</p>
		<p>Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community</p>	<p>Implement NSW Audit Office recommendations to improve procurement practices</p>	
<p>Embed sustainable procurement into our activities consistent with Council’s sustainability commitments</p>	<p>Integrate best practice procurement methodologies to ensure fair, objective and transparent procurement of goods and services</p>		<p>The procurement policy and guidelines have incorporated the fair, objective, transparent and sustainability elements</p>	

STATUS: Completed In progress In progress - impacted by unforeseen conditions Delayed Delayed/on hold - impacted by unforeseen conditions

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.3.3. Deliver and review services to increase value for money</p> 	<p>Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services</p>	<p>Develop a Service Review Framework and approach in line with Australian Business Excellence Framework</p>		<p>The Service Review Framework was prepared and presented to the Council in Q2. Further work informed the preparation of Service Review approach presented to the Executive Leadership Team in June 2023</p>
		<p>Undertake priority service reviews</p>		<p>The Service Review Program is prepared and will be presented at the July Audit Risk and Improvement Committee meeting. Priority service reviews will commence in 2023–24</p>




3.4 Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community









OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</p>	Prepare and implement the Governance Framework	Review and update relevant governance policies, including Code of Conduct and Councillor Expenses and Facilities Policy	●	Revised Code of Conduct was rolled out to all staff including a mandatory Code of Conduct training. The Legislative Compliance Policy is being implemented to promote a compliance culture. Council streamlined the Councillor Expenses and Facilities Policy administration
		Review and update relevant GIPA processes, including open access/proactive release programs	●	More development application and planning related information is made available online via the DA tracker. Processes are in place to enable access to development application/planning information not on DA tracker
		Review Council Committee Charters	●	The Traffic Committee Charter review working group met and reviewed the delegation of traffic related functions to staff to fastrack decision making. Electronic approvals of advisory committees minutes are in place to speed up reporting. Details of Council and Council Committee meetings are updated on Council website to clarify roles and operation of these meetings.
	Promote good financial governance, internal control and risk mitigation practices	Review and update financial policies, systems, procedures and business processes to improve financial compliance and risk mitigation	●	Reserves Strategy, Trade Debtors procedures, Investment Policy, and Procurement Policy and Procedures were reviewed and updated as part of the periodical review process
Implement an enterprise risk management framework	Conduct a business continuity exercise based on a major disruption of operations at one of Council's sites to identify and make refinements to business continuity plans	▶	A full assessment of the Enterprise Risk Framework and Business Continuity Exercise was completed and the position of Chief Risk Officer was recruited. The scope of business continuity exercise has been redefined and is scheduled for implementation in 2023–24. Targeted ICT based awareness training, phishing exercises and penetration tests were organised to reduce technology based risks	






STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions
 ■ Delayed ■ Delayed/on hold - impacted by unforeseen conditions

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.4.2. Uphold a commitment to accountable and transparent decision making</p> 	<p>Prepare and implement the Governance Framework</p>	<p>Implement Fraud and Corruption Prevention Program</p>	●	<p>The Fraud and Corruption Control Project Working Group met regularly to oversee, implement and review the 2022–23 Fraud and Corruption Control Plan. 75% of actions were completed in June 2023. Quarterly plan progress reports are presented to the Audit, Risk and Improvement Committee. The Fraud and Corruption Control Plan 2023–24 was approved by Executive Leadership Team in May 2023</p>
		<p>Promote and inform community on key decisions affecting community through different communication channels</p>	●	<p>Council decisions are promoted through Council’s social media channels and the Precinct system. Council and Council Committee meetings are live streamed to keep the community up to date on Council’s decision making real time. In 2023, four Council meeting wrap-up videos were published to Council channels, increasing transparency of discussions and decisions made at the meeting</p>
		<p>Provide Councillors, senior management and all staff with the necessary training, tools and understanding to meet their responsibilities</p>	●	<p>Independent Commission Against Corruption presentation and targeted staff training were organised. Mandatory Code of Conduct training were delivered to all staff. Legislative Compliance Framework is being implemented, which will ensure that staff are aware of changes to legislation. The delegations database is reviewed on ongoing basis, and staff are given advice on how delegations affect their day-to-day role.</p> <p>Advice on legislation, codes, policies and procedures are provided to ensure that Councillors and staff comply with their responsibilities</p>
		<p>Meet legislative requirements for financial reporting</p>	<p>Prepare all financial reports required by legislation or requested by government departments and agencies</p>	●

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance</p> 	<p>Develop and implement a Total Rewards Framework</p>	<p>Prepare Performance Management Framework</p>		<p>Council’s Corporate Strategy Plan on a Page 2022–25 was finalised and cascaded to balanced scorecard to prioritise projects and activities and improve performance.. Performance Management Framework drafting is in progress. A workshop with Executive Managers is planned in July 2023 to progress the project</p>
		<p>Develop Leadership Development Program for senior leaders and front-line leaders</p>		<p>LifeStyleInventory 360 Degree Program for Directors and Executive Managers were completed. Individual Director debriefing with the General Manager and coaches were finalised</p>
		<p>Implement health and safety programs and activities</p>		<p>A range of health and safety programs were delivered including annual flu vaccination and skin cancer checks program, relaunch of Uprise Health and Wellbeing Program, employee education on wellbeing through the weekly staff newsletter on topics such as nutrition, fitness and hobbies to improve mental health, and training sessions on WHS Risk Management and Responsibilities for Executive Managers and team leaders</p>
<p>3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community</p> 	<p>Implement the Capability Framework</p>	<p>Establish employee development plan and improvement strategies to address skill gaps and build capability</p>		<p>Work commenced on the position description review project and the Capability Framework review will be considered as part of the Performance Management/Skills and Performance Assessment Review project</p>
<p>3.4.5. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric</p> 	<p>Deliver the ICT Modernisation Program</p>	<p>Undertake demand assessment and commence procurement process</p>		<p>Suppliers for Technology and Delivery Partners were shortlisted for the ICT modernisation program and evaluations are in progress</p>

STATUS:  Completed  In progress  In progress - impacted by unforeseen conditions  Delayed  Delayed/on hold - impacted by unforeseen conditions












3.5 The local economy is resilient and thriving, providing a diverse offering of services and opportunities for employment (including economic contribution of visitors)

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.5.1. Improve Waverley’s post COVID-19 economic resilience through innovation</p>	<p>Prepare and implement an innovation roadmap</p>	<p>Develop digital infrastructure, capacity building partnerships and leadership and governance programs to support businesses</p>		<p>Council adopted the Innovation Roadmap in April 2023. Priority actions for implementation in 2023–24 were identified</p>
<p>3.5.2. Position Waverley as a future business destination and promote local businesses</p>	<p>Deliver businesses services and activation activities across Waverley</p>	<p>Deliver a grants platform and workshop for the business community.</p>		<p>A Grants Platform was identified and delivered in Q2. A workshop is planned for businesses in Q1 2023–24</p>
<p>3.5.3. Support and enhance the visitor economy</p>	<p>Deliver recognition for excellence in local business programs</p>	<p>Organise ongoing business awards to recognise businesses</p>		<p>Council organised the Business Awards in December 2022. A total of 14 sponsors participated totalling \$20,000 sponsorship or in kind support. More than 100 submissions were received for 11 award categories. 185 people attended the event</p>
<p>3.5.3. Support and enhance the visitor economy</p>	<p>Implement the Waverley Sustainable Visitation Strategy 2019–2024.</p>	<p>Develop new products and services for visitors</p>		<p>Visitation Panel meetings were held. Council staff represented Waverley on Bondi to Manly Walk Panel and organised Wayfinding signage for the Bondi to Manly Walk</p>

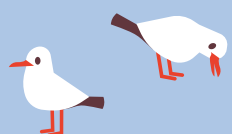


3.6 Waverley is a smart, safe and connected city of the future that fosters innovation

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.6.1. Improve and increase the quality and quantity of data shared in the local business community</p> 	<p>Research, analyse and promote a range of data and trends that monitor the local economy</p>	<p>Release relevant business data sources to inform decision making</p>		<p>The Commercial Centre Occupancy Audit was completed in February 2023. Economic Development Snapshot was completed and circulated to the Waverley business community in June 2023</p>
<p>3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer</p> 	<p>Position business incubator as an innovative hub for local community</p>	<p>Partner and pilot a program with a civic focus</p>		<p>A Draft Expression of Interest for a Thinker in Residence at the Boot Factory has been prepared</p>
<p>3.6.3. Enhance communication and engagement channels to improve service delivery</p> 	<p>Maximise the use of existing engagement tools such as Have Your Say</p>	<p>Integrate evaluation framework for various programs with Have Your Say</p>		<p>Have Your Say training has been facilitated for more staff to understand the fundamentals and also offer an advanced session to users. This will provide officers a better understanding of the existing tool and increase efficiency</p>
<p>3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces</p> 	<p>Implement Local Studies Digitisation Strategy</p>	<p>Launch online platform for digitised local studies assets</p>		<p>Usage of sports facilities remained consistent throughout the period with daily swap-overs of multi-purpose courts accommodating a range of basketball, tennis and netball groups. Archery was introduced into the school holiday program and there has been an increase in demand for Pickleball bookings on the outdoor courts</p>
	<p>Prepare and implement the Waverley Library Strategy</p>	<p>Undertake feasibility study for refurbishment of flexible library spaces to ensure future fit for purpose</p> <hr/> <p>Develop a plan for current and emerging digital infrastructure for public use</p>		<p>Preparation of the draft Waverley Library Strategy 2023 is in progress. The Strategy has considered and incorporate community feedback received and the feasibility study and plan for current and emerging digital infrastructure for public use</p>

Outcome measures

MEASURES	BASELINE	TARGET 2023	ACTUAL 2023
Customer complaints management	80% complaints closed within SLA	86% complaints closed within SLA	71% complaints closed within SLA
Number of community engagement channels to reach diverse segments of community	5 (2022)	7	9
Precinct satisfaction against 2021 baseline	73% (June 2021)	+/-2% variance against baseline (based on sample variation)	50% of the survey responses were very satisfied/satisfied and 30% were somewhat satisfied resulting in 80% in a satisfied category
Enterprise risks outside of risk appetite against 2021-22 baseline	49 out of 138 identified risks (2020-21)	Below baseline	56 out of 142 identified risks (2022-2023) continual change as maturity grows
Delivery of Community Strategic Plan and Delivery Program outcomes	65% completed, 17% in progress, 12% in progress impacted by COVID-19, 5% delayed due to operational reasons and 1% delayed due to COVID-19	70%	86% completed, 13% in progress, and 1% delayed due to operational reasons
Maintenance or improvement in financial benchmarks			NA
Operating Performance Ratio	-3.43%(2021)	0%	
Own Source Operating Revenue Ratio	80.61 (2021)	>60%	
Unrestricted current ratio	5.51x (2021)	1.50x	
Debt Service Ratio	18.18x	2.00x	
Rates and Annual Charges Outstanding Ratio	5%	4.24	
Cash Expense Cover Ratio	12.40 months	> 3 months	
Compliance with NSW Audit Office procurement recommendations	65% (2021)	90%	83%
Number of active registered businesses	42,257	Maintain	39,884
Commercial Centre Occupancy Audit	Combined Occupancy rate of 91.7%	Maintain or improve on baseline	Combined Occupancy rate of 93.6%





WAVERLEY
COUNCIL

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CUSTOMER SERVICE CENTRE

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