



Waverley 2024

Six Monthly Progress Report
1 Jul – 31 Dec 2023

waverley.nsw.gov.au



WAVERLEY
COUNCIL

Acknowledgement and our reconciliation vision

We acknowledge the Bidjigal 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 2023–24 and Delivery Program 2022–26.

This document is based on the Waverley Community Strategic Plan 2022–2032 and is 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 first six months of the financial year 2023–24 and shows that Council made significant progress in implementing its Operational Plan objectives. Hon. Anthony Albanese MP, Prime Minister of Australia, officially commemorated Council's heritage restoration of the historic Bondi Pavilion at a plaque unveiling and tour of the beachside venue. The Hong Kong Green Building Council gave five star rating for Bondi Pavilion Restoration and Conservation Project.

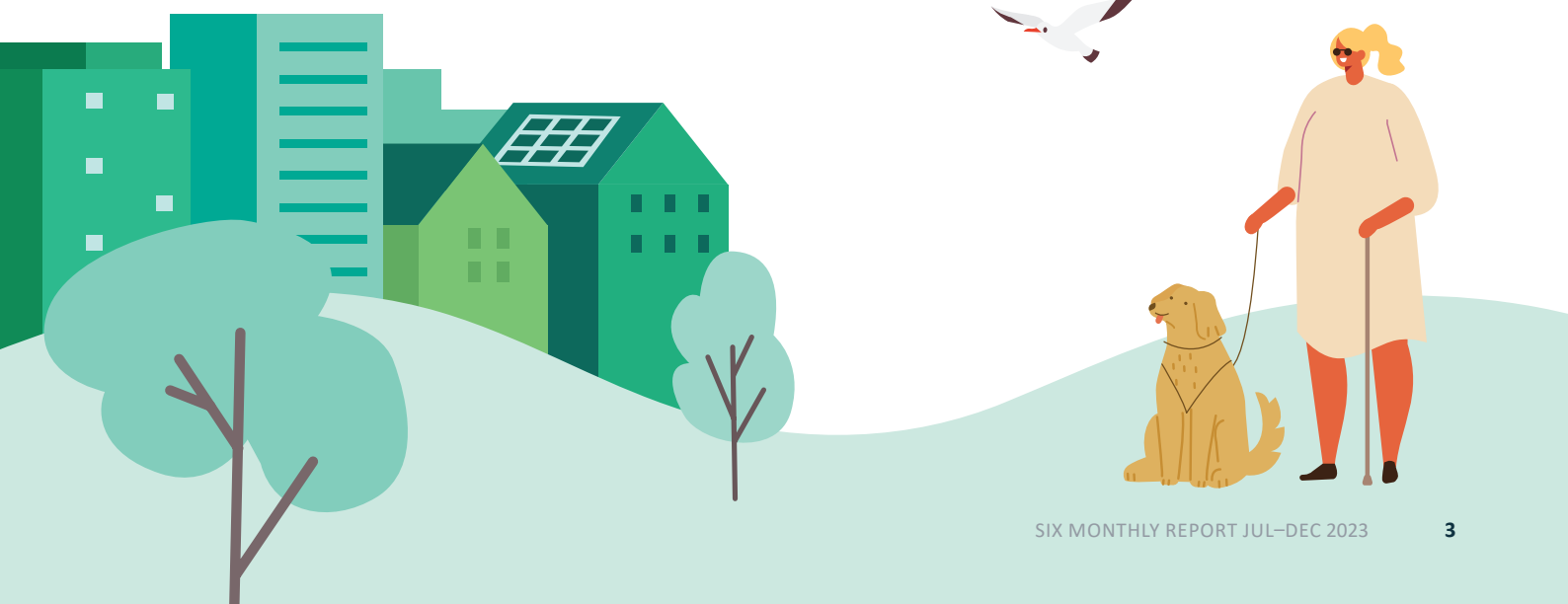
Council established the Women's Council to the Mayor in July 2023 to advise the Mayor on matters relevant to women and girls in the local area to help guide actions by Council to support this section of the community better. The Council to the Mayor held its first roundtable in October 2023, where its 20 founding members identified three key challenges affecting women and girls in Waverley.

Council adopted the Urban Greening and Cooling Strategy at its meeting in December 2023. Council is progressing its Coastal Management Program (CMP) including updating the CMP scoping study.

In December 2023, Council reopened the inclusive Waverley Park Playground, home to Sydney's newest rocket ship and bespoke launch control play tower with children dressed in astronaut costumes.

In November 2023, Council launched three new engagement projects to gather information to address housing and housing affordability concerns in the local government area (LGA).

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

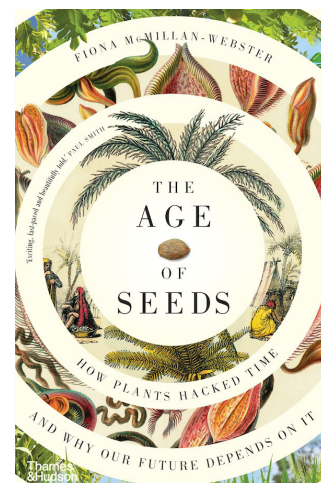
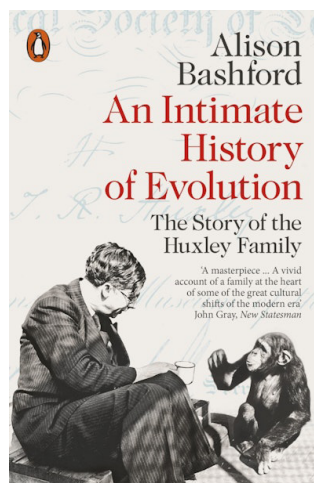
2023 Mark and Evette Moran Nib Literary Award

The Mark and Evette Moran Nib Literary Award is Council’s annual celebration of Australian research and writing. In November 2023, Alison Bashford, author and Professor at the University of New South Wales was awarded the 2023 Mark and Evette Moran Nib Literary Award for her book *An Intimate History of Evolution: The Story of the Huxley Family* (Allen Lane). This year’s Award offers Bashford a major prize of \$40,000.

The \$4,000 Nib People’s Choice Prize was awarded to *The Age of Seeds* by Fiona McMillan-Webster (Thames & Hudson Australia). Hundreds of votes were received from around the country in support of Nib People’s Choice Prize.

Shortlisted authors were selected from 239 nominations received across the country. Each shortlisted author received the Alex Buzo Shortlist Prize (\$1,500). Joining Alison Bashford and Fiona McMillan-Webster, the shortlisted authors were:

- *Anam* by André Dao (Hamish Hamilton)
- *Emperors in Lilliput* by Jim Davidson (The Miegunyah Press)
- *Life So Full of Promise: further biographies of Australia’s lost generation* by Ross McMullin (Scribe Publications)
- *Shirley Hazzard: A Writing Life* by Brigitta Olubas (Virago)



2023 Mark and Evette Moran Nib Literary Award

Women’s Council identifies key challenges for women and girls in Waverley

Council’s newly formed Women’s Council to the Mayor identified access to safe and affordable housing as one of the top three challenges facing women, young women and girls in Waverley.

Council established the Women’s Council to the Mayor in July 2023 to advise the Mayor on matters relevant to women and girls in the local area to help guide actions by Council to support this section of the community better.

The Council to the Mayor held its first roundtable in October 2023, where its 20 founding members identified three key challenges affecting women and girls in Waverley:

1. Providing affordable, social and women’s refuge housing.
2. Connections, mentoring and building healthy relationships.
3. Mental health and wellbeing.

Sculpture by the Sea

The annual outdoor exhibition, Sculpture by the Sea was held from 20 October 2023 to 6 November 2023 on the Coastal Walk from Bondi to Tamarama, featuring more than 100 sculptures by artists. The 25th anniversary of the event attracted around 500,000 people. John Petrie (NSW) won the Aqualand Sculpture Award of \$100,000 for his work 23.5°, a monumental 2.6 m high abstract stonework.

Acclaimed artists such as Chinese artist Chen Wenling and regular exhibitors Philip Spelman, Ron Gomboc, and Ayako Saito participated. The event extended support for Ukrainian artists, with Nazar Bilyk debuting in 2023. Last year, Sculpture by the Sea supported emerging talents with 34 first-time exhibitors.

Youth Summit 2023

In September 2023, Council’s Youth Summit empowered children and young people to have more significant influence on council processes that impact on them and programs that benefit them. The event offered a unique platform for student leaders from local schools to advocate for the interests and

concerns of young people in Waverley. The summit brought together 34 students from nine local schools.



Youth Summit 2023

Inter-generational programs

Two intergenerational sessions were held in November 2023. 11 Year 10 students and 19 seniors participated in an exercise class and lunch on 6 November 2023. Staff observed increased conversation and connections between seniors who attended the Monday exercise program. Six seniors participated in an information and music presentation at St Clare’s on 21 November 2023. Students and seniors shared school experiences, changes in education and friendships formed due to pilot program participation.

Partnerships to address street homelessness

Monthly meetings are held with the Eastern Suburbs Homeless Assertive - outreach Collaborative (ESHAC). Coordination and preparation with ESHAC and regional Councils for the February 2024 street count are in progress.

Support for women facing domestic violence

Two early intervention and prevention activities were held for 16 days. Council partnered with the NSW Police to create awareness of domestic violence awareness and provide support information. Bondi Beach observance was organised with Bondi Beach Cottage and the local Domestic and Family Violence Services. More than 100 children, youth and families attended the Coercive Control Forum organised in partnership with Randwick Council and Eastern Suburbs Domestic Violence Network (ESDVN).

Events at the Library

The Library organised 286 programs that engaged 7,303 members of the community. A digitisation station was introduced with demonstrations attracting 182 people across five sessions. The Library also organised virtual reality demonstrations, 3D printing workshops, stop motion animation classes, and graphic design lessons. These sessions included Green Thumb workshops (70 attendees over five small-group sessions), Bad Movie Club (six sessions with 316 participants), HSC talks, and craft workshops (e.g. Kimono dressing workshops and Xmas Gingerbread House making).

Festival of the Winds

Festival of the Winds is one of the world's largest and best-known kite festivals. In September 2023, the festival celebrated its 45th anniversary in Bondi. Organised by Council and the Australian Kite Flyers Society, Festival of the Winds featured kite-flying displays, performances and concerts in Bondi Park, a kids' zone in North Bondi Park, with kitemaking workshops, crafts and food and drinks offerings in Bondi Park.

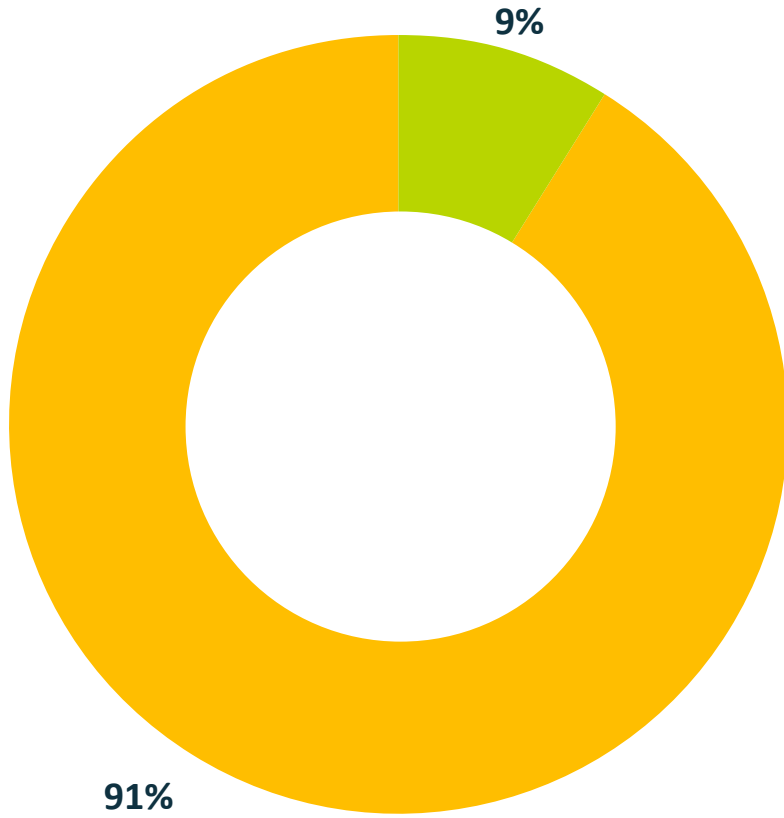
Arts and Cultural Programs

Arts and cultural programs delivered include Nib Literary Award, Classic Hits monthly concerts, Sydney Fringe Festival, Wendy Harmer author talk, An Evening with Ursula Yovich, Bondi Festival, Bondi Pavilion Art Gallery exhibition program, Waverley Library exhibition program, Lisa Odour-Noah and Miriam Lieberman Live at the Pav concert, Children Art Stinky family show and Junkyard Beats family show.



2023 Festival of the Winds

People: Progress Summary



Completed	9%
In Progress	91%
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

Five star review for Bondi Pavilion

Council’s award-winning Bondi Pavilion restoration received five star reviews from the prestigious Hong Kong Green Building Council (HKGBC), whose representatives toured the heritage building in October 2023.



Around 35 Hong Kong delegates toured the Pavilion with Mayor Masselos (pictured front- centre).

HKGBC has been proactively engaging with counterparts from around the globe to create learning and exchange opportunities for its members to accelerate the practice of green building development in Hong Kong, one of the world’s most densely populated areas.

Sustainability features of the restoration project include:

- An 100% electric building with 217 solar panels that provide 71% of the building’s power needs during the day
- 80% of existing structure retained to embody energy and materials
- About 90% of the construction waste recycled
- Connected to a centralised stormwater harvesting system located at south Bondi Park which provides 100% of irrigation needs and for our public bathrooms
- Improved thermal comfort in our open spaces and enclosed habitable rooms by minimising VOCs, using green star tagged products, and through using natural ventilation whenever and wherever possible

- A Building Energy Monitoring System that measures consumption of energy output and input. The system also controls ventilation and temperature and can be remotely controlled to reduce energy consumption
- Nearby electric vehicle charging stations, public transport and bike racks on our doorstep
- Land use and ecology were a major focus, with new mass-planted mounds, timber seating and new native tree planting.

The Bondi Pavilion Restoration Project has won several industry awards, including:

- 2023 Heritage Awards Judges Choice award
- Australian Institute of Landscape Architects' State Landscape Architecture Award for Civic Landscape
- A Public Architecture award at the 2023 NSW Architecture Awards
- Robin Dods Roof Tile Excellence Award in the 2023 Think Brick Awards.

On 24 August 2023, The Hon. Anthony Albanese MP, Prime Minister of Australia officially commemorated Council's heritage restoration of the historic Bondi Pavilion at a plaque unveiling and tour of the beachside venue.



Prime Minister Anthony Albanese celebrates the plaque unveiling with Waverley Council General Manager, Emily Scott (far left) and Waverley's Councillors, including Mayor Paula Masselos (in green). Picture: Deborah Field.

At the unveiling, he told guests that: *“The restoration of Bondi Pavilion has brought back the sparkle to one of our most loved buildings. Just as you can’t imagine Sydney Harbour without the Opera House, you can’t imagine Bondi Beach without the Pavilion. Bondi is a much-loved national treasure. One of the expressions of that love is that we never take it for granted. We have to protect it and nurture it, because even a treasure like Bondi needs a boost sometimes to be at its best”.*

Streets as Shared Spaces

In September 2023, Council's Strategic Planning and Development Committee voted to retain the parklets in Wairoa Avenue, Bondi Beach, and Watson Street, Bondi for a further six months. Funded by the NSW Government, Council's Streets as Shared Spaces (SASS) parklet trial has been a success.

Parklets in Boonara Avenue and Ocean Street, Bondi and Waverley Street, Bondi Junction will be moved to new temporary locations based on expressions of interest, strategic merit and assessment and approval by the Waverley Traffic Committee.

Council also voted to instruct officers to prepare a further report to Council about arrangements to:

- Support the leasing of parklets to business owners. Eligibility, partnership conditions, program operations and maintenance responsibilities will be finalised ahead of parklet leasing.
- Required amendments to the Waverley Development Control Plan to broaden the opportunity for businesses to seek footpath seating.
- Opportunities to implement a Verge Program for kerb extensions or verge upgrades based on feedback.

During the trial, the Council collected community feedback to determine which trial parklet locations should be extended or relocated, or alternatively, if the space should be considered and designed as a permanent landscaped space with seating. Feedback received during the SASS trial included location-specific learnings for parklets and our streetscapes and this feedback will influence the ongoing Waverley Council Parklet Program.

New Road technology trial

In October 2023, Council trialled a road surfacing technology that can contribute to longer-lasting roads and significantly reduce the number of tyres going to landfills. Council is participating in a cross-council initiative with the Southern Sydney Regional Organisation of Councils (SSROC) to trial crumb rubber asphalt made of recycled tyres. Initial findings indicate that this type of asphalt can double the life of the road.

The trial project was completed at Yenda Avenue in Queens Park, with works completed in October 2023.

In this trial across twelve council areas, the asphalt used in pavement reconstructions will utilise approximately 2,400 car and 490 truck tyres – the equivalent of 3,600 standard passenger car tyres.

Waverley Park Playground reopened

In December 2023, Council reopened inclusive Waverley Park Playground, home to Sydney’s newest rocket ship and bespoke launch control play tower with children dressed in astronaut costumes.

The Council received a \$1.75 million grant from the Public Spaces Legacy Program to assist in funding Waverley Park upgrades, including the new inclusive playground, park lighting upgrades, landscaping, and relocation of a fitness station.

Access and inclusion are at the heart of the playground and fitness station design for diverse age groups and abilities.

The design was informed by community feedback collected across two rounds of consultation and achieves Waverley’s vision to upgrade the park to a district-level inclusive play space catering to all visitors as identified in Waverley Council’s Play Space Strategy, Inclusive Play Space Study and the Waverley Park Plan of Management.

The rocket ship and launch tower is a modern reproduction of the park’s original rocket ship that was installed in the 1960s and reimagined to expand the play experience for everyone and meet modern safety standards.

Housing affordability at the top of priority list

In November 2023, Council launched three new engagement projects to gather information to address housing and housing affordability concerns in the local government area (LGA). This comes as SGS Economics and peak body National Shelter released its annual Rental Affordability Index (RAI), which compares rental costs to household incomes.

The index found that Greater Sydney is now the least affordable capital city in the country and that renters in every capital city are now in a worse position than they were in 2019, before the start of the pandemic.

According to the NSW Department of Families and Justice, as a rule of thumb, housing for very low to moderate-income earners is usually considered affordable if it costs less than 30% of gross household income.

To help address some of the community’s housing issues, Council is updating its Affordable Housing Tenancy Policy to improve access to Council’s affordable housing program for a wide range of households, including single-parent families, and essential workers on low incomes.



Waverley Park Playground

Charing Cross Streetscape Upgrade

In November 2023, Council invited community feedback to provide feedback about the Review of Environmental Factors (REF) for the Charing Cross Streetscape Upgrade project.



The project aims to preserve the beauty and character of Charing Cross while making it more sustainable and safer for pedestrians and all road users.

The REF summarises the assessment of the potential environmental impacts of the proposed upgrade which aims to improve the Charing Cross business district’s economic and social vibrancy and make it safer, more accessible and sustainable.

Highlights of the project include:

- Upgraded landscaping, including new trees and street furniture
- Safety improvements for all transport modes, including the introduction of a 40km/h area as part of a more comprehensive LGA project
- Improving sustainability through water-sensitive urban design
- Widening of footpaths to improve access
- Undergrounding of overhead powerlines
- New multi-function poles and upgraded lighting to replace existing Ausgrid poles and will reduce spill lighting onto buildings
- Improved stormwater infrastructure.

Once the REF is evaluated, a contractor will be appointed to undertake preliminary electrical works in 2024, including undergrounding power lines.

The proposal site is located within the village centre, along a section of Bronte Road between Church Street and its intersection with Albion Street. It is centred around the six-way intersection of Bronte Road, Carrington Road and Victoria Street and also includes

a section of Victoria Street and Carrington Road, near the intersection with Bronte Road.

Net Zero Alliance

In August 2023, leading business and community organisations gathered in Sydney for the launch of the Waverley Council Net Zero Alliance.

The Net Zero Alliance will support and assist Council to achieve its community target of net zero greenhouse gas emissions by 2035.

Founding members Sydney Roosters, Waverley College, St Catherine’s School, Sydney and the Bondi & Districts Chamber of Commerce will work with the Council and each other to help make sustainability second nature within their networks to benefit the Waverley community and Sydney’s east at large.

At the launch, Mayor Paula Masselos outlined the Council’s pathway to net zero, including changes to development control plans, low emissions transport and working collaboratively with Alliance members to accelerate outcomes.

Forum speakers also discussed the variety of actions their organisations are taking to achieve net zero, including climate advocacy in sport (Easts), supporting small businesses to save energy costs (Bondi Chamber of Commerce) and what it means to be a sustainable school (Waverley College). Josie Ashton, Strategic Partnerships Manager, Rewiring Australia spoke about the importance of electrifying our homes and industries to support the transition to net zero.

Building Futures Program

Building Futures is a free Council program to help larger strata buildings (25+ units) save money on energy and water bills and improve environmental performance. Participating buildings work towards reducing common area energy use by 20%, reducing operating costs and carbon emissions.

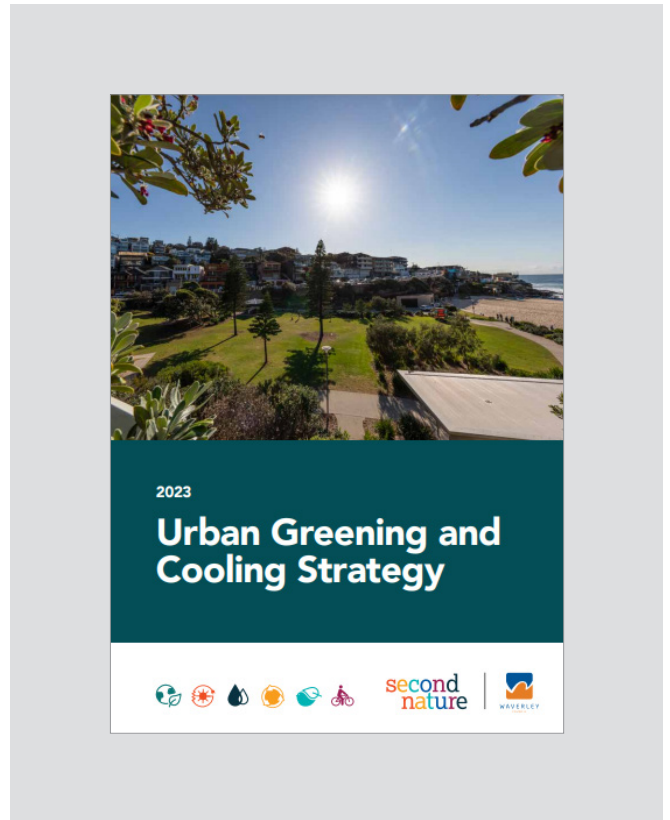
Five buildings were engaged in the 2023-24 Building Futures Program, and building assessments are underway.

Urban Greening and Cooling Strategy

Council adopted the Urban Greening and Cooling Strategy at its meeting in December 2023. Council is progressing its Coastal Management Program (CMP) including updating the CMP scoping study. Council's Urban Greening and Cooling Strategy will enhance our climate resilience, sustain our local biodiversity and support healthy, liveable neighbourhoods.

The Urban Greening and Cooling Strategy sets out actions to extend Waverley's tree canopy and green cover target to 35% by 2032 under four goals, focusing on public land, private land, community stewardship and compliance.

Below is Waverley's green cover target (including canopy, shrub and vegetated ground cover).

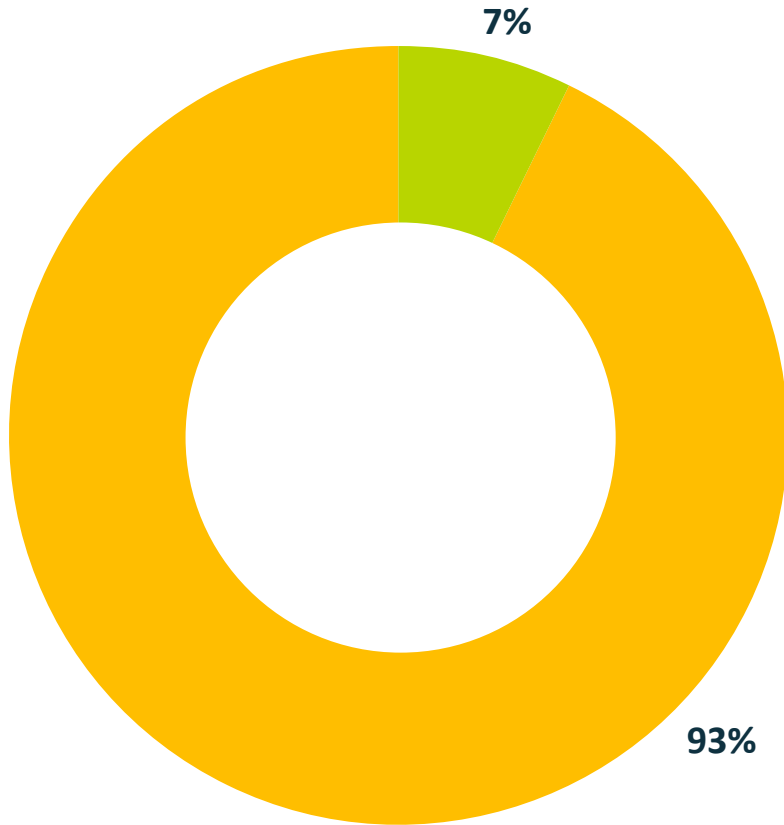


Urban Greening and Cooling Strategy



Urban Strategy target

Place: Progress Summary



● Completed	7%
▶ In Progress	93%
▶ 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

2023 Brightest & Best Business Awards

The Brightest & Best awards celebrate our businesses' contribution to Waverley's economic and social vibrancy and are open to businesses, large or small that operate across the district.

In November 2023, the winners of the 2023 Brightest and Best Awards were announced at the awards ceremony held at Bondi Pavilion. All entries were assessed against their industry peers across 12 categories.



2023 Brightest & Best Business Awards finalists

The winners of the 2023 Brightest & Best Business Awards are:

AWARD CATEGORY	BUSINESS
Best New Business of 2023	Nourish Organic Marketplace
Beauty Services	The Facial Room
Childcare & Education Services	Play Studio Kids
Creative Business Services	100 Percent Dance
Digital & Online Business	Music Health
Entrepreneurial Innovation	Ajust
Fitness & Wellbeing Services	Lets Go surfing
General Retail	Bondi Bike Shop
Hospitality	Brown Sugar Bondi
Professional Healthcare & Medical Services	Bondi Family Dentist
Professional & Other Services	The Strategy Group
Environmental Sustainability	Sage Beauty

Fraud and Corruption Control Plan

Fraud and Corruption Control Working Group met in November 2023 to review the progress of the Fraud and Corruption Control Plan, adopted by the Executive Leadership Team in May 2023.

Informing community on Council decisions

A video summary of each Council meeting by the Mayor, highlighting the top decisions and issues from the meeting, is now posted on social media.

A trial is underway to allow members of the public to address Council and Committee meetings via video conference instead of attending in person. The outcome of the trial will be reported to Council in early 2024.

Workforce Plan Implementation

Values and Behaviours Train the Trainer sessions were completed in Q2, and Team Charters were developed in October 2023 across the organisation. Learning and development plan to improve work quality and safety and employee career development are in progress. Child Safe Policy was embedded via mandatory eLearning rolled out to all staff in September 2023. The Executive Leadership Team endorsed the new draft Recruitment Policy. Roll-out of training to promote diversity and inclusion and report unsafe practices, including facilitated Code of Conduct for all staff was completed in September 2023. Council continues to support the Apprentice and Traineeship program with seven positions filled and offers to be made to two school-based apprenticeships and traineeship students to commence in 2024. The de-escalation program was rolled out to frontline staff throughout 2023.



Workforce Plan 2022-2026

Leadership Development Program

Twenty-three participants completed the Future Leaders Program in October 2023. Participants were provided with the option to pursue the complete Certificate IV as part of the NSW Smart and Skilled funding and Waverley's Study Assistance program.

Health and Safety Programs

A range of health and safety programs were identified and implemented, including three Mental Health toolbox talks during World Mental Health Month, recruitment of Mental Health Champions, and the Mental Health is Everybody's business talk. The yoga program was extended from October to December 2023. Waverley Health and Safety Committee meetings and staff training are held on an ongoing basis.

Precinct Engagement

Precincts continued to be engaged on strategic issues such as Curlewis Street Upgrade, Gould Street Improvements, Notts Avenue Boardwalk Upgrade, Salisbury St and Henrietta Street Safety Improvements, Clifftop Walkway Upgrade, Bronte Ocean Pool Upgrades and the Draft Tamarama Park and Beach Plan of Management (POM). Precinct feedback continued to be very positive on the effectiveness of engaging through online, face-to-face and hybrid meetings as it allows greater participation from a wider group of people.

Customer Experience Strategy Implementation

Council adopted a new Customer Service Charter representative of Council's commitment to providing excellent service through every customer interaction. The charter is available on Council website and at key sites across the LGA.

A plan to review all Service Level Agreements (SLAs) has been finalised to conduct an assessment of past performance on existing SLAs. Data extraction and assessment phase is in progress.

Inclusive and accessible engagement

Preparation to engage hard-to-reach segments of the community, such as children and youth, through the Youth Summit 2024 is in progress. The Community Engagement Guidelines are revised to showcase the best practices and procedures to demonstrate effective engagement.

Internal Customer Experience Training for all Council staff has been created and launched. This training entails real-life scenarios for indoor and outdoor workforces, entailing appropriate responses that exemplify Council values and our Service Promise. More specialised training is being explored for community-facing staff.

Adopted in August 2023, Council's Community Engagement Strategy includes facilitating Have Your Say pop-ups across each ward annually. These pop-ups facilitate discussion and engagement on relevant projects and initiatives led by the Council. One Have Your Say pop-up has been facilitated from which feedback has been collated and analysed. Council is also exploring different ways of engaging with people based on community feedback to offer appropriate channels of engagement (e.g., online, workshops, and focus groups).

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 October 2023.

Occupancy rates

COMMERCIAL CENTRE	OCCUPANCY % APRIL 2022	OCCUPANCY % AUGUST 2022	OCCUPANCY % FEBRUARY 2023	OCCUPANCY % OCTOBER 2023
Charing Cross	92.6	95.3 ↑	95.9 ↑	94.8 ↓
Macpherson St	93.5	94.0 ↑	96.0 ↑	95.9 ↓
Bondi Road	93.6	92.3 ↓	90.3 ↓	91.8 ↑
Bronte Beach	100	100	100	100 --
Rose Bay	96.3	90.0 ↓	95.1 ↑	91.1 ↓
Bondi Junction	91.4	89.7 ↓	87.9 ↓	86.9 ↓
Bondi Beach	93.6	91.5 ↓	90.1 ↓	92.7 ↑
Waverley (average)	94.6	93.3 ↓	93.6 ↑	93.4 ↓

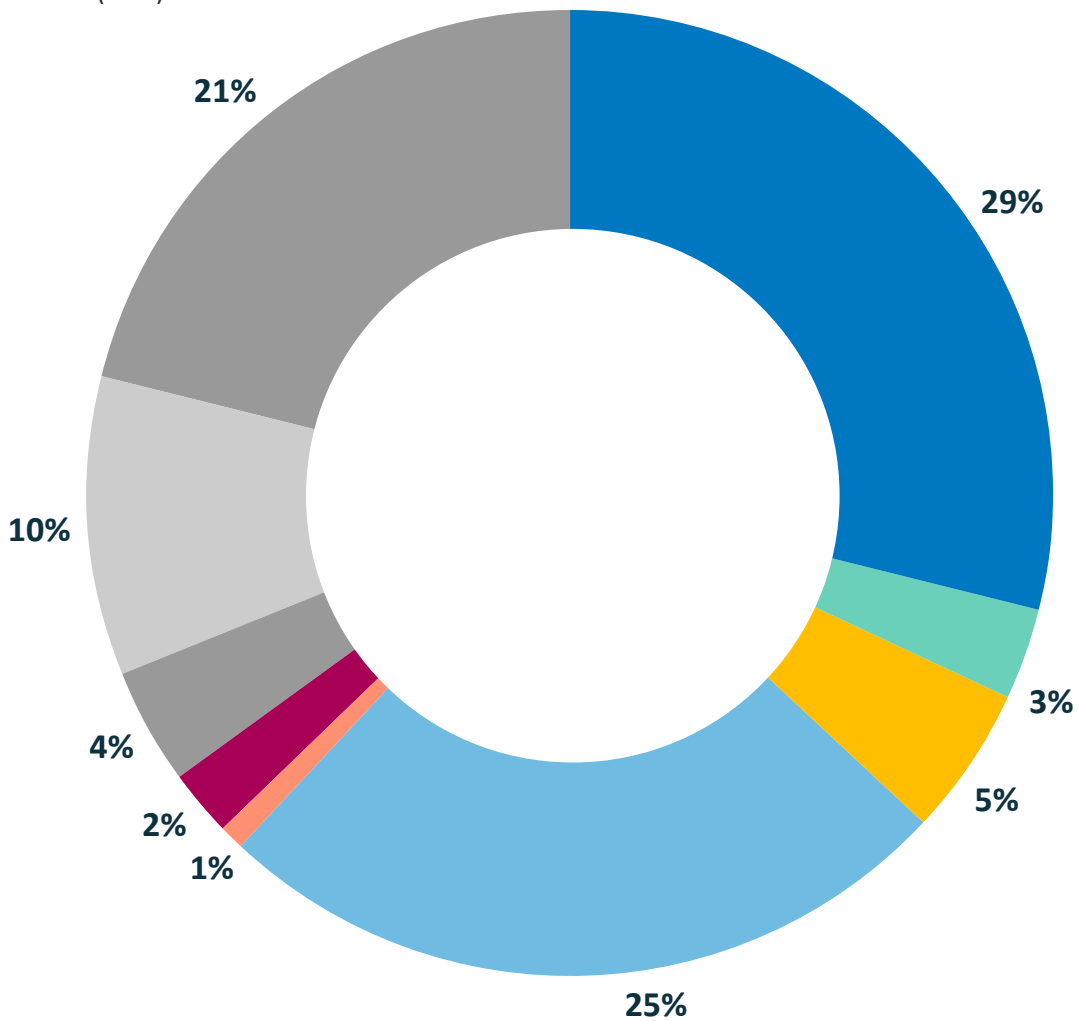
*The occupancy rate excludes properties that are for lease, empty, and premises that are awaiting development application (DA) approval.

Summary of Commercial Centres

Industry mix

Top 3 Industries

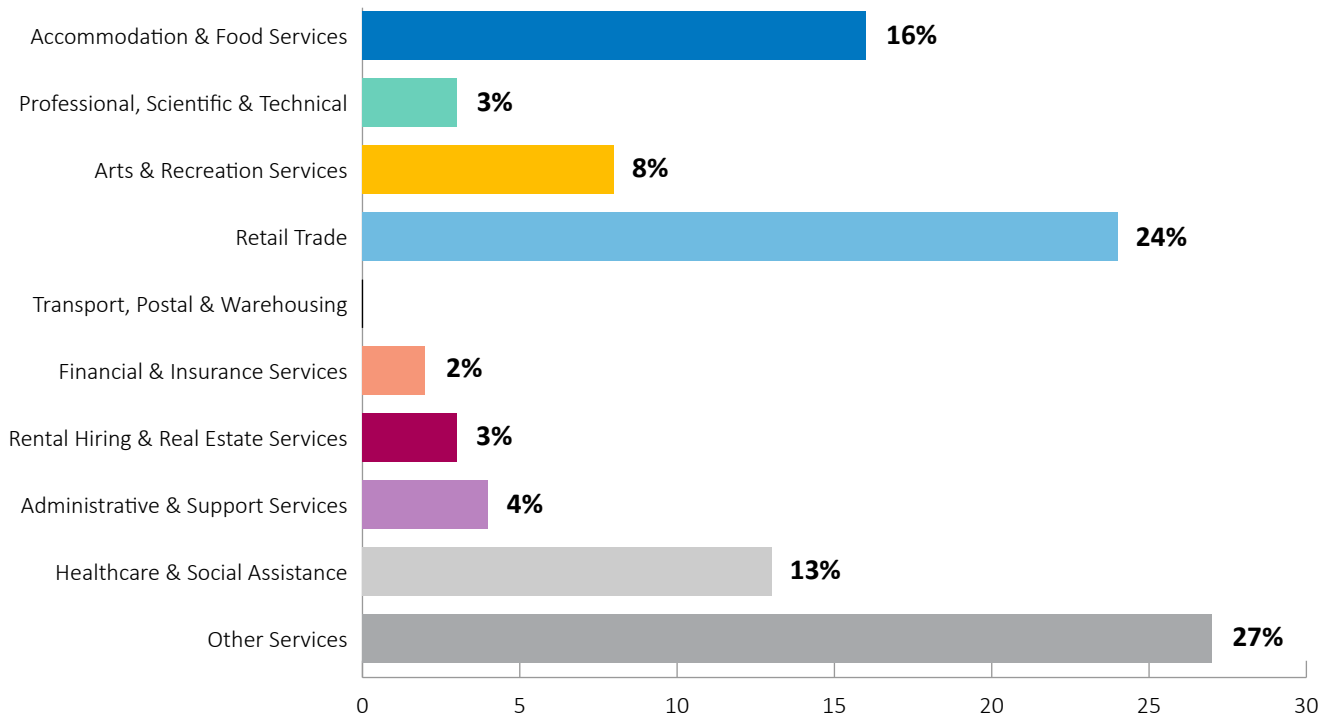
1. Accommodation and Food Services (29%)
2. Retail Trade (25%)
3. Other Services (21%)



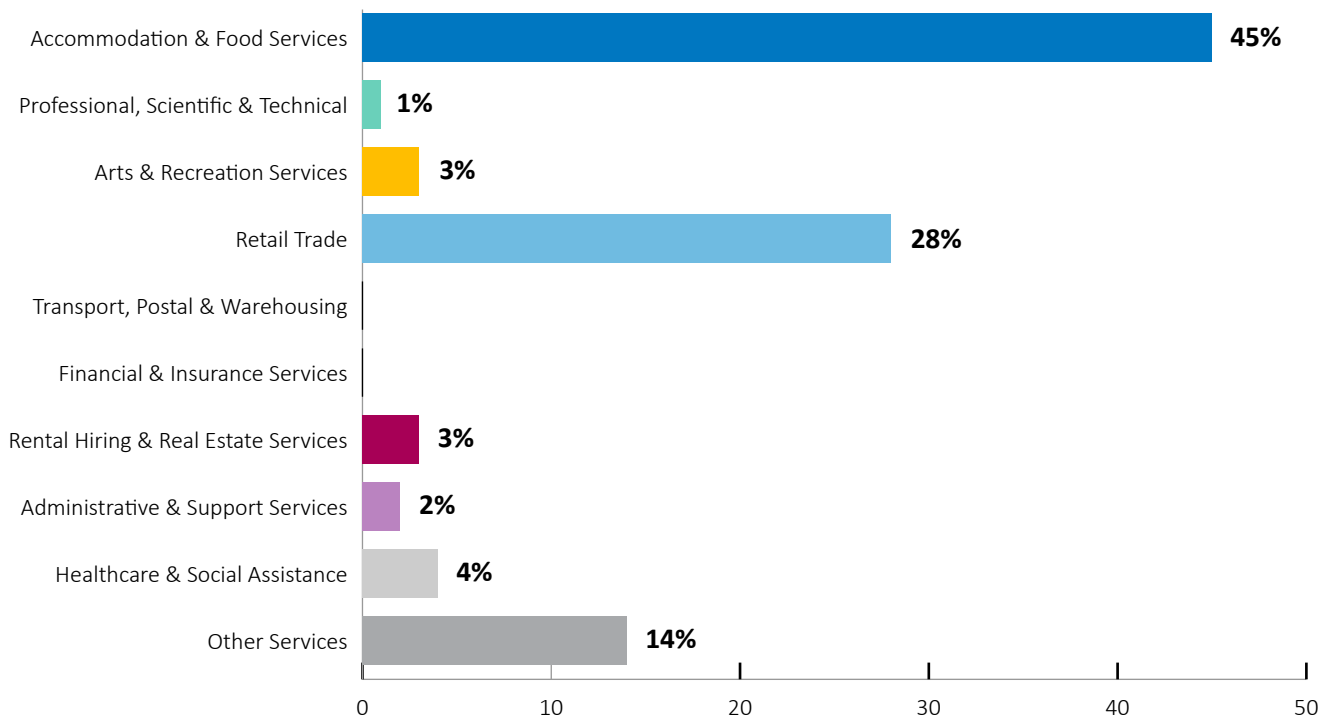
Accommodation & Food Services	29%	Financial & Insurance Services	1%
Professional, Scientific & Technical	3%	Rental Hiring & Real Estate Services	2%
Arts & Recreation Services	5%	Administrative & Support Services	4%
Retail Trade	25%	Healthcare & Social Assistance	10%
Transport, Postal & Warehousing	0%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

Tenancy mix

Bondi Junction

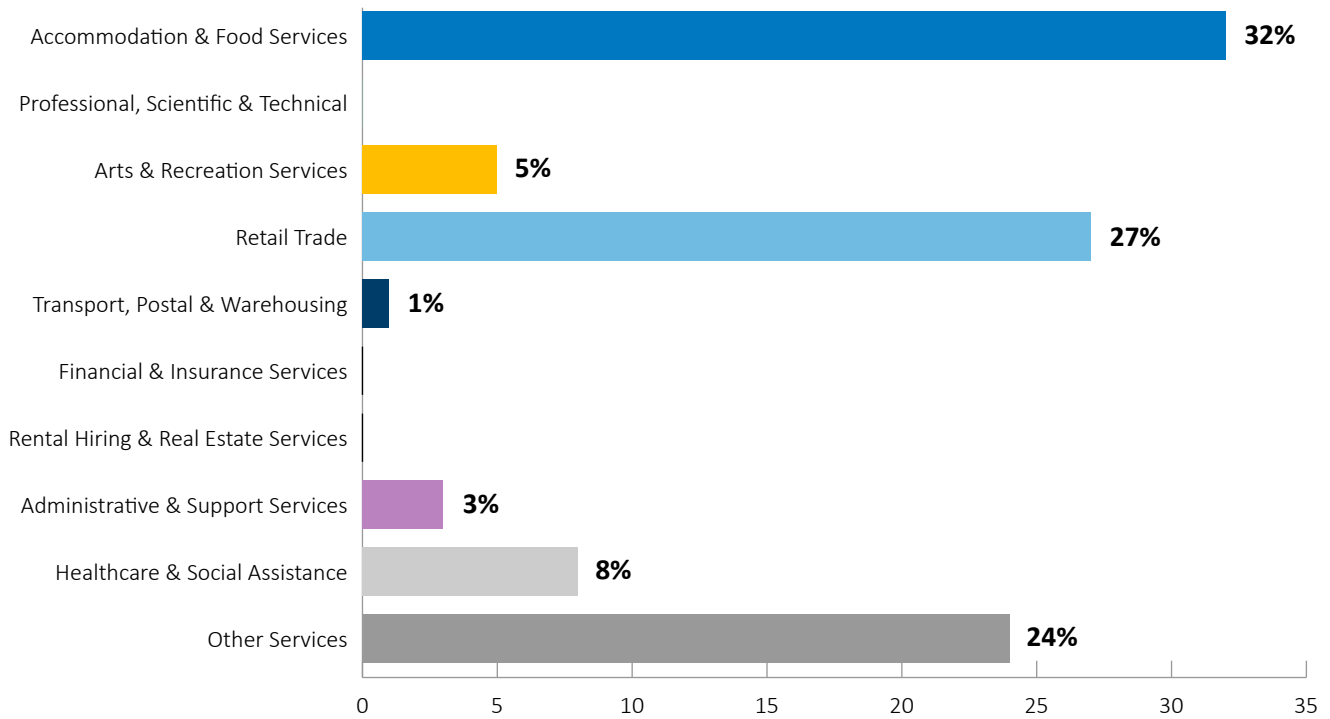


Bondi Beach

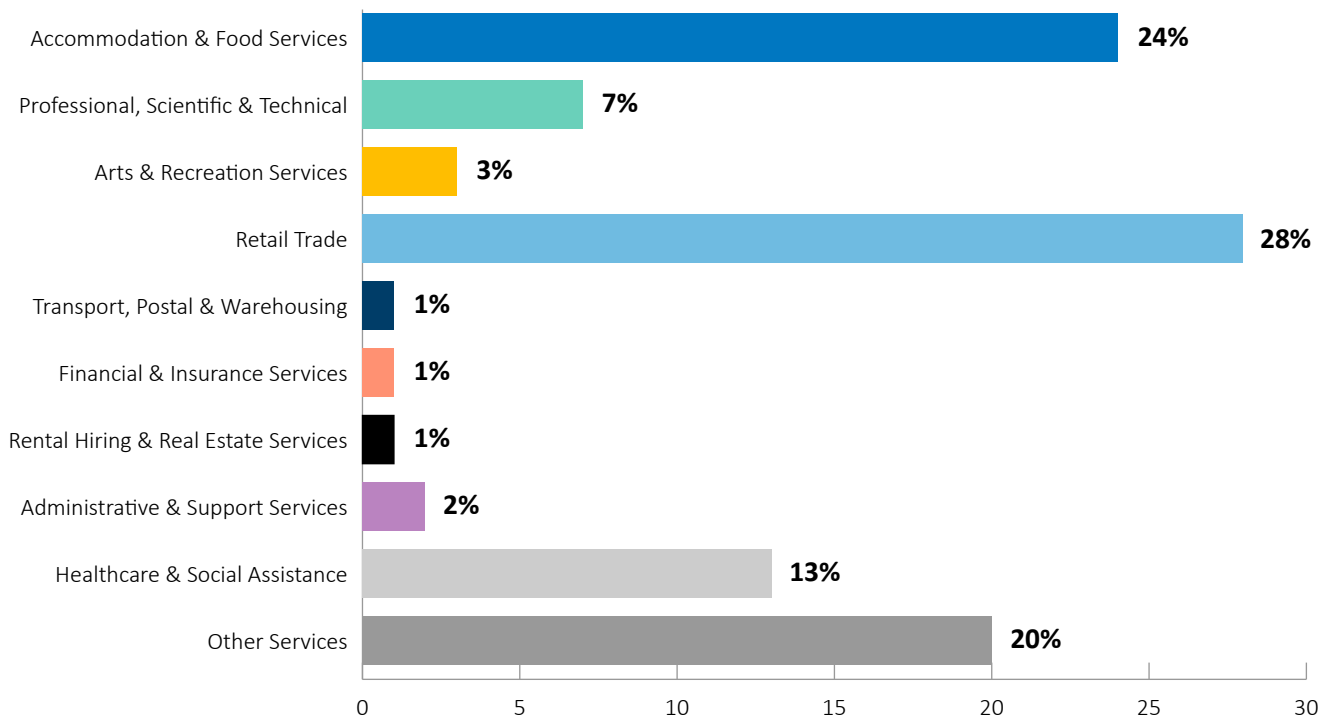


Tenancy mix

Bondi Road

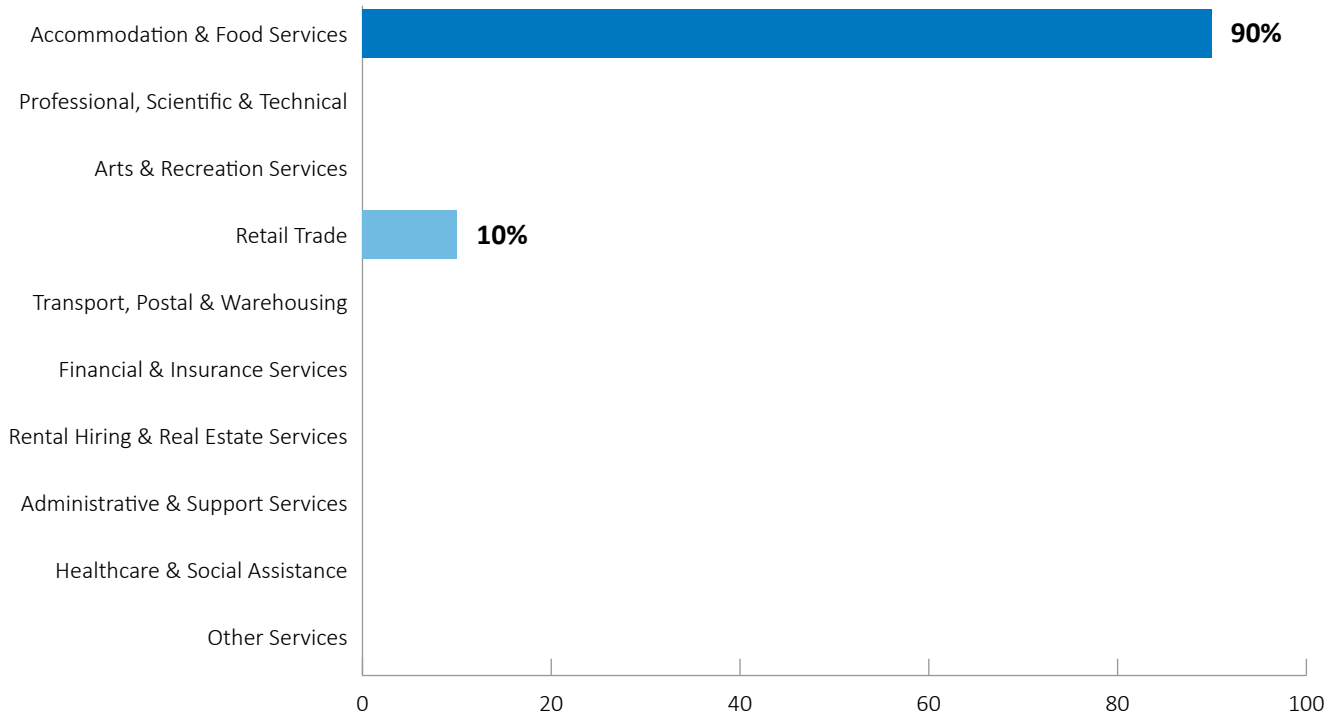


Charing Cross

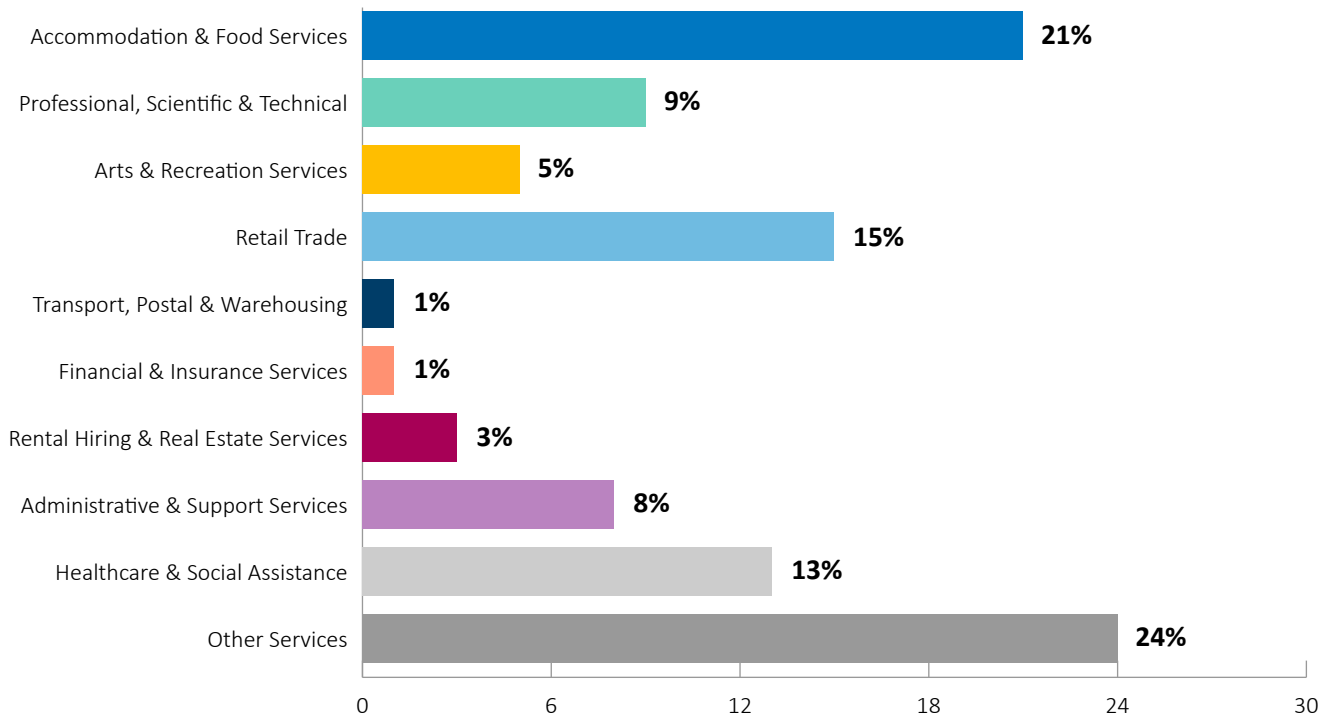


Tenancy mix

Bronte Beach

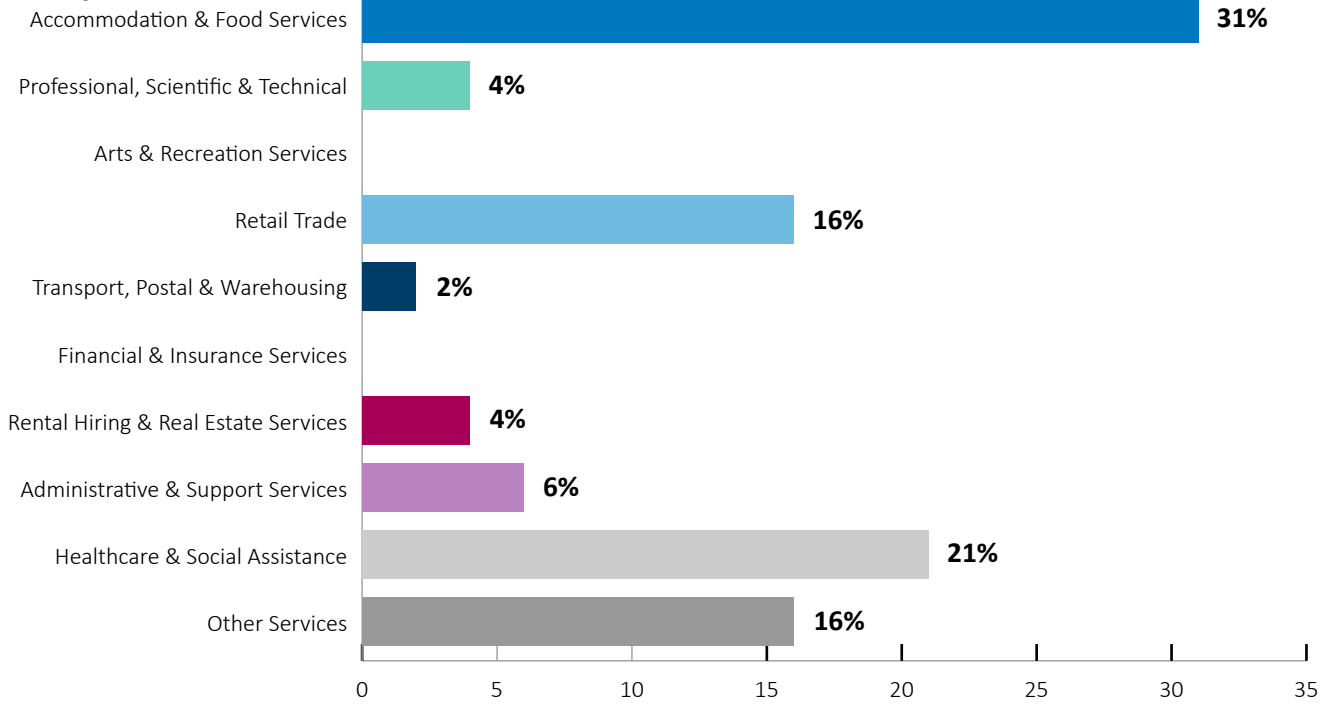


Rose Bay

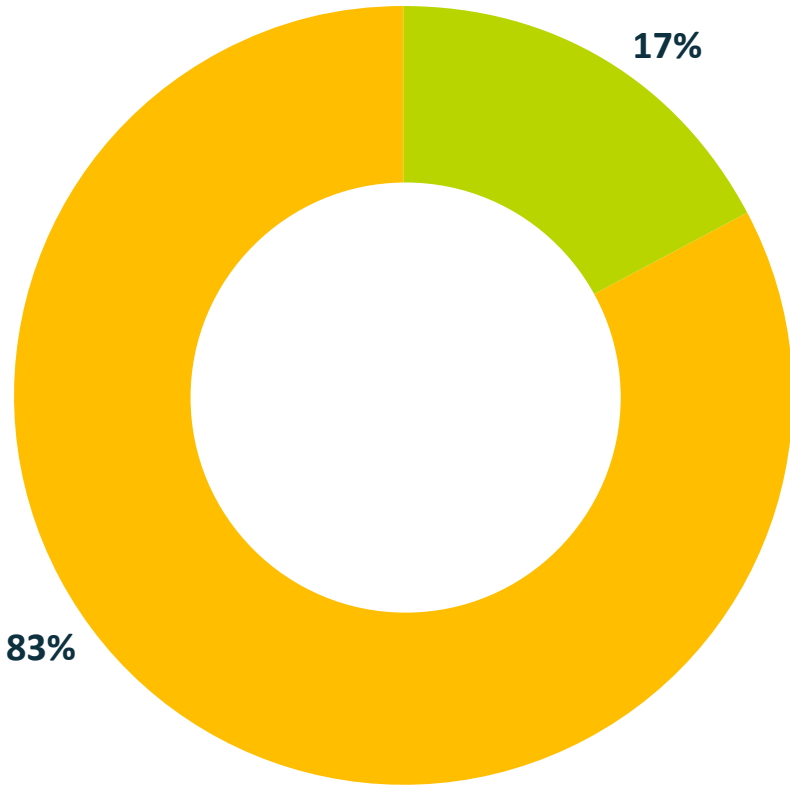


Tenancy mix

Macpherson Street



Performance: Progress Summary

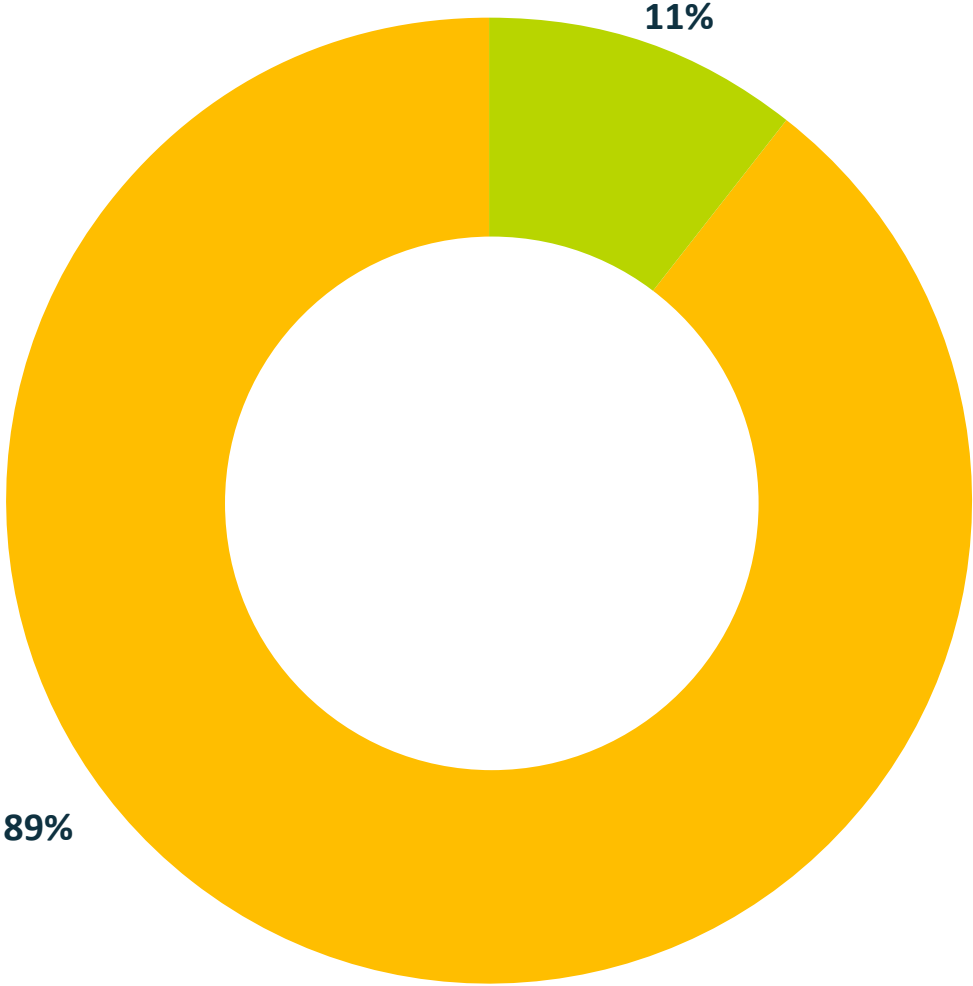


● Completed	17%
▶ In Progress	83%
▶ In Progress – impacted by unforeseen conditions	—
■ Delayed	—
■ Delayed – impacted by unforeseen conditions	—

Overall Performance

Progress summary of all three themes:

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








● Completed	11%
▶ In Progress	89%
▶ In Progress – impacted by unforeseen conditions	—
■ Delayed	—
■ Delayed – impacted by unforeseen conditions	—

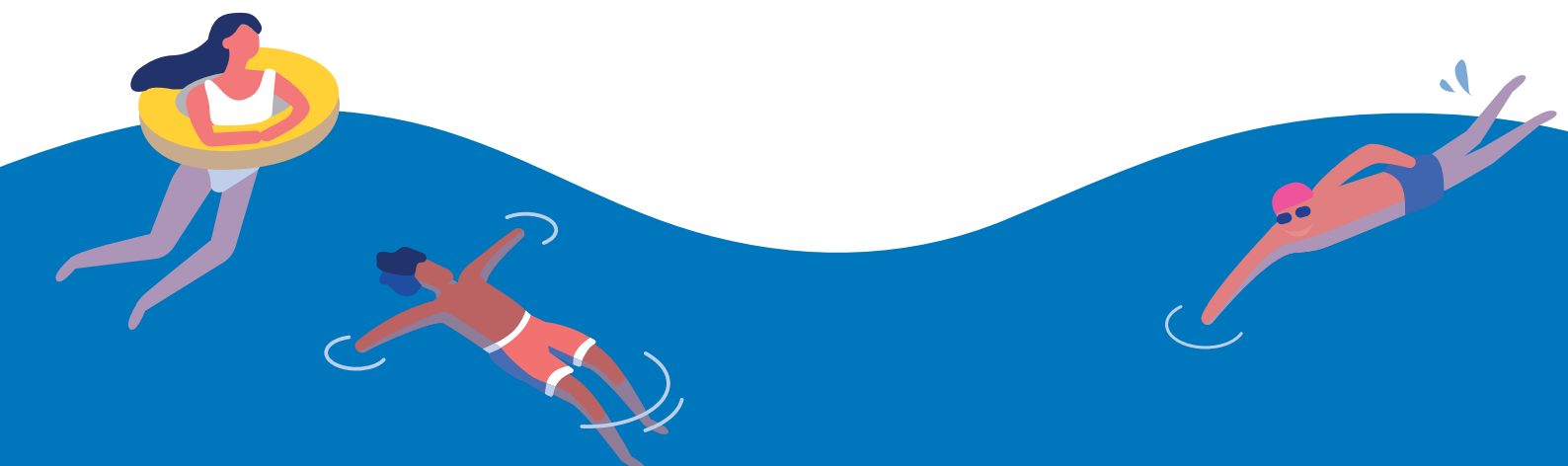
Part 2

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

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 wellbeing, 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: 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>Review our Reconciliation Action Plan (RAP) in collaboration with Reconciliation Australia, Council’s RAP Advisory Committee and working group, and other relevant stakeholders</p>		<p>At the June Reconciliation Advisory Committee Meeting, the committee prioritised an updated Aboriginal Heritage Study over other work including, developing a new Reconciliation Action Plan. Implementation of the Cultural Audit is underway</p>
		<p>Implement community education campaign for the Voice to Parliament</p>		<p>Walking Together training and referendum BBQ were held between June and October 2023</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>Two Access and Inclusion Panel meetings were held focusing on streetscape planning, Bronte Surf Life Saving Club, Inclusion Grant implementation with Wairoa School, and inclusive arts and cultural events. Stories of Lived Experience - Human Library event was held as part of the International Day of People with Disability. Six people told their stories and had over 25 conversations with members of the public</p>
	<p>Explore alternative service models to connect people with disability to mainstream services and activities</p>	<p>Design, consult and implement flexible support models for people with disability</p>		<p>Options Paper was prepared, and Planning Day was held to explore programming opportunities in the next six months</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>Develop and deliver Stage 2 anti racism strategy implementation based on 2022 outcomes</p>		<p>A staff workshop was delivered on ethical storytelling, including a Council ethical storytelling commitment. Two art and storytelling workshops were offered for Ukranian women. A new Communication Supports Policy and Language Assistance Program Guidelines were prepared</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>Facilitate a series of sector specific workshops on community trends & issues to connect with services, strengthen capacity and coordinate service planning</p>		<p>Twenty-nine participants from government and non-government youth services organisations attended the final Eastern Sydney Youth Services Network (ESYSN) meeting in 2023. Council assisted with issue/needs identification, advocacy, content planning and engagement for ESYSN, Inner & Eastern Sydney Housing Forum, Inner and Eastern Sydney Child and Family Interagency and Eastern Suburbs Domestic Violence Network meetings in collaboration with local and state governments and non-governmental organisations.</p> <p>Eastern Suburbs Aging and Disability Interagency convened twice to support the delivery of aged and disability services in the region. The sessions focused on Commonwealth Reforms, The Voice, LGBTQI in ageing, health and wellbeing initiatives and autism. More than 30 community members attended the Dying to Know Forum held in partnership with SES Health District in August 2023, and work on palliative care sessions is underway</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>Investigate social cohesion grant opportunities and diversify and expand Waverley’s volunteer demographic through innovative volunteer opportunities and new connections</p>	▶	<p>Social Cohesion Grants opened in December 2023. The cemetery gardening initiative commenced in August 2023, and four working bees were held. The Volunteer Expo in September 2023 attracted 28 storeholders and 14 volunteers assisted the event with around 250 participants. Storytime at the Playgroup session was held in November 2023. Twenty-five families participated, and 12 people expressed interest in volunteering to coordinate playgroup sessions</p>
		<p>Continue to build on the success of intergenerational programs to create and maintain connections across age groups and address social isolation</p>	▶	<p>Two intergenerational sessions were held in November 2023. 11 Year 10 students and 19 seniors participated in an exercise class and lunch on 6 November 2023. Staff observed increased conversation and connections between seniors who attended the Monday exercise program. Six seniors attended an information and music presentation at St Clare’s on 21 November 2023. Students and seniors shared school experiences, changes in education and friendships formed due to pilot program participation</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>Continue to develop and expand Young People pilot with a focus on music performances and recreation</p>		<p>Youth Summit outcomes were reported to the Council on 5 December 2023. Recommendations implementation will commence in 2024. The Mayor of Waverley Social Inclusion Awards was introduced in nine schools in response to the feedback from children and young people on the need for kindness, belonging and a more inclusive culture at school and in the community. Planning is in progress for Youth Week in Q4</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>Undertake small grants review and propose improvements for supporting arts and culture projects</p>	●	<p>The Small Grants program Assessment Guide and Score Card template were updated and implemented. More stringent conditions for panel assessments to strengthen transparency, conflict of interest declarations and organisational representation on panels were incorporated. In the last six months, Council implemented a venue-in-kind/venue-subsidy grant via the Local Creative Collaborations program to support creative development and presentation activities for local artists. Eighteen submissions were received and Council is supporting nine programs</p>
		<p>Leverage Bondi Pavilion, Boot Factory and annual event program reinvigoration to establish new partnerships and sponsorships</p>	▶	<p>Partnerships to deliver and leverage events were established with:</p> <ul style="list-style-type: none"> - Sunset Cinema - NSW Education Artexpress - Sydney Fringe Festival (COIL) - National Theatre Live - creativeplusbusiness - Head On - Waverley Woollahra Art School - SIMA - Sydney Festival <p>Sponsorship consultation on developing a whole-of-Council approach to revenue-sponsorship packages is in progress</p>
		<p>Leverage artists in residence program to develop opportunities for interactive programming with the artists and the community</p>	●	<p>The Local Creative Collaborations program was delivered and included a public exhibition, artist talk, public ticketed presentation, public opening reception, public workshops for artistic and educational/professional development and a networking event for the local creative community</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>Continue to promote Bondi Pavilion to increase awareness and utilisation through targeted promotional activity and leveraging new and existing partnerships</p>		<p>The Pavilion’s marketing channels continued to promote a wide range of activities and services. Since reopening in September 2022, venue hire demand has grown, with more than 2,200 sessions scheduled since January 2023, including 36 regular community hirer sessions each week. Large-scale annual events have returned in addition to ongoing activities, including 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 cultural programs delivered include Nib Literary Award, Classic Hits monthly concerts, Sydney Fringe Festival, Wendy Harmer author talk, An Evening with Ursula Yovich, Bondi Festival, Bondi Pavilion Art Gallery exhibition program, Waverley Library exhibition program, Lisa Odour-Noah and Miriam Lieberman Live at the Pav concert, Children Art Stinky family show and Junkyard Beats family show</p>
		<p>Explore and identify sponsorship opportunities for ongoing events</p>		<p>Local Platinum Partner was secured for the new program, Light Up Waverley. Meetings were held with existing and new sponsors for Bondi Festival 2024 to explore retention potential</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 enhance programs including for Bondi Festival and Boot Factory</p>	<p>▶</p>	<p>Creativeplusbusiness partnership delivered two professional development workshops for local creatives.</p> <p>Boot Factory Thinker in Residence expressions of interest process was completed with an agreement to be finalised in early 2024.</p> <p>The Bondi District Chamber of Commerce was engaged, and a presentation was made on the Bondi Festival 2024 at the 2023 Christmas Party.</p> <p>In partnership with Waverley Action Group, Council supported the development and delivery of four heritage talks</p>
<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>Deliver improved creative library programs to suit the needs of the community</p>	<p>▶</p>	<p>The Library organised 286 programs that engaged 7,303 members of the community. A digitisation station, was introduced with demonstrations attracting 182 people across five sessions. The Library also organised virtual reality demonstrations, 3D printing workshops, stop motion animation classes and graphic design lessons. These sessions included Green Thumb workshops (70 attendees over five small-group sessions), Bad Movie Club (six sessions with 316 participants), HSC talks, craft workshops (e.g. Kimono dressing workshops and Xmas Gingerbread House making)</p>
	<p>Develop and implement a staff training plan to enhance customer service at the Library</p>	<p>Implement staff training plan to ensure a consistently high standard of customer service is delivered for all community members</p>	<p>▶</p>	<p>Staff completed training across a range of areas, including Australian Bureau of Statistics (20 staff), Child Safety (38 staff), Conflict Resolution (38 staff), Customer Experience (37 staff), Responsible Service of Alcohol (6 staff), Novelist Plus (13 staff), State Library of NSW Drug Info and Find Legal Answers (14 staff), Library Digitisation (30 staff) and De-escalation training (16 staff)</p>



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 programs and other events</p>		<p>Annual Community Grants and two rounds of small grants were delivered to support community organisations. Effective parenting with Teens for Family Wellbeing parent seminar was held in partnership with WAYS Youth & Family in November 2023. Twenty-nine participants attended. Transition to High School Program was organised for vulnerable students in August 2023</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>Align Childrens' Service Strategy with 2023 National Early Childhood Inquiries to inform and guide decisions in relation to provision of care</p>		<p>A motion was prepared for the Local Government NSW Annual Conference highlighting the need for action in early education and care. A partnership agreement was negotiated between Family Day Care and the Australia Education Research Organisation. Council applied for three grants under the Department of Education flexible initiatives grant</p>
	<p>Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families</p>	<p>Investigate increase of provision supported by funding reforms at Council's Early Education Centres</p>		<p>Council is continuing to make submissions with the Independent Pricing and Regulatory Tribunal, the Australian Competition and Consumer Commission and other bodies and is meeting with relevant government agencies and funding bodies to advocate for funding increases for local government</p>
	<p>Deliver high quality social and recreational programs that supports ageing in place in line with new legislation and funding requirements</p>	<p>Support successful resumption of full programming at the newly refurbished Mill Hill Centre and other venues to meet community expectations and funding requirements</p>		<p>Relocation to Mill Hill Centre is anticipated in 2024. Preparation of a renewed Senior Centre program is in progress</p>

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











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
<p>1.7.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness</p>	<p>Deliver targeted support through social and affordable housing programs and work with internal and external partners to extend provision</p>	<p>Implement Council endorsed options to pursue growth in the provision of social and affordable housing</p>	▶	<p>Council continued to deliver targeted support by providing social and affordable housing programs and investigated emerging options to grow provision</p>
	<p>Continue partnership with Eastern Suburbs Homeless Assertive Outreach Collaborative to address street homelessness</p>	<p>Coordinate the Annual Street Count and support for homeless people with complex needs</p>	▶	<p>Monthly meetings were held with the Eastern Suburbs Homeless Assertive- outreach Collaborative (ESHAC), and planning is underway for the 2024 street count. Five were assisted into accommodation</p>
	<p>Explore new approaches including partnerships to increase provision of affordable housing</p>	<p>Work with Woollahra and Randwick Councils to develop a Regional Affordable Housing Program</p>	▶	<p>A Joint Discussion Paper is being finalised based on preliminary feedback</p>
		<p>Provide an annual programs report on implementation and outcomes</p>	▶	<p>An annual overview report was presented at the Council’s Housing Advisory Committee meeting in November 2023</p>

1.7 continued...


OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible</p> 	<p>Implement planning controls that increase diversity of housing</p>	<p>Consider and investigate how best to reduce and limit the loss of dwelling density in existing residential flat buildings redevelopment</p>		<p>A report dealing with dwelling density provisions in Council's WLEP 2012 was presented to the Strategic Planning Development Committee. A councillor briefing is planned for February 2024</p>
		<p>Prepare principles for assessing proponent-initiated requests for Planning Proposals, including out-of-sequence criteria for growth not identified in the Local Housing Strategy 2020-2036, or for urban renewal opportunities</p>		<p>Work is in progress to prepare the principles</p>
<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>Assess planning proposals in line with the Planning Agreement Policy 2014</p>		<p>The VPA Policy is scheduled for Council consideration in mid-2024</p>
		<p>Advocate with Department of Planning and Environment (DPE) to improve affordable housing</p>	<p>Prepare Affordable Housing Feasibility report to support Gateway for Affordable Housing Contribution Scheme Planning Proposal</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>Investigate residential redevelopment in Local Housing Strategy 2020–2036 identified R2 lands for apartments, medium density housing, seniors housing and/ or student housing</p>		<p>New Housing SEPP related to this issue has been proposed. A submission on this issue will be prepared in early 2024 as part of the exhibition process</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>Continue to work in partnership with local services to facilitate, support and advocate for proactive health and safety strategies</p>	<p>▶</p>	<p>Two early intervention and prevention activities were held for 16 days. Council partnered with NSW Police to create awareness of domestic violence and provide support information. Bondi Beach observance was organised with Bondi Beach Cottage and local Domestic and Family Violence services. More than 100 children, youth, and families attended the Coercive Control Forum organised in partnership with Randwick Council and Eastern Suburbs Domestic Violence Network (ESDVN). The International Friends in Bondi Program was launched to support recently arrived young migrants. Two meetups were organised during the reporting period</p>
		<p>Implement elearning child safe strategy</p>	<p>▶</p>	<p>Children’s Online Resilience and Safety parent seminar is scheduled for February 2024</p>
		<p>Partner with NSW Police and increase late night joint trading operations to patrol and target anti-social behaviour and noise related issues</p>	<p>▶</p>	<p>Multiple trader patrols were carried out with Police, rangers and environment health officers. User Pays agreement with NSW Police is in place for Christmas and public holidays commencing Christmas Day. Thirty-eight residential noise-related complaints were addressed</p>
		<p>Review organisational approaches to community safety activities</p>	<p>▶</p>	<p>Council reviews its safety programs every quarter and readjusts safety programs to inform review findings. An annual review of its safety programs is scheduled for Q4. Council is continuing to work with relevant State Government agencies, NSW Police, and local surf lifesaving clubs to review organisational approaches to community safety</p>

1.8 continued...

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>Undertake daily and weekend patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches</p>	▶	<p>Regular daily and weekend beach patrols were undertaken to monitor and report anti-social behaviour and enforce alcohol-free zones and alcohol-prohibited zones. 57 public behaviour-related complaints were addressed</p>
		<p>Undertake inspections to regulate food handling, sewerage, excessive noise and other issues</p>	▶	<p>Two hundred seventeen food inspections were conducted by the end of Q2. In the last six months, Council received 39 commercial noise complaints; 33 were finalised, and six are under investigation</p>
		<p>Partner with liquor licensing authority to promote compliance with noise control guidelines</p>	▶	<p>After-hours noise monitoring of licensed premises was conducted on four occasions</p>
		<p>Undertake daily patrols to ensure compliance within dog on-leash areas within hot-spots</p>	▶	<p>Beaches, parks and reserves were patrolled at least three times daily to enforce responsible dog ownership. Daily patrols were undertaken in dog on-leash areas. Two hundred thirty animal control non-compliance matters were identified and responded to: 42 related to dangerous animals, 80 related to barking, four related to defecating, 15 pertaining to dogs in prohibited areas, 35 related to unleashed animals, 19 related to found animals, five related to deceased animals, four related to cats and birds and 26 warnings or cautions were issued for non-compliance with the <i>Companion Animal Act 1998</i></p>

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses</p> 	<p>Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations</p>	<p>Progress and implement resilience measures to strengthen Waverley’s capacity to adapt and thrive through uncertainties</p>	▶	<p>Council adopted the Greening and Cooling Strategy at its meeting in December 2023. Council is currently progressing with its Coastal Management Program (CMP), including updating the CMP scoping study</p>
		<p>Deliver the Second Nature program to embed sustainability in the community</p>	▶	<p>Program of activities and events being delivered include the Summerama Program, monthly e-news and regular sustainability events and workshops</p>
<p>1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management</p> 	<p>Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group</p>	<p>Deliver beach safety management services and education programs</p>	▶	<p>The Float to Survive beach/ water safety educational program has continued throughout the summer season of 2023–24. The research program conducted by Prof. Rob Brander from the University of New South Wales Beach Safety Research Group will promote awareness to test how people remember and understand survival techniques and water safety messaging</p>
		<p>Participate in regular meetings with external stakeholders on coastal safety management issues</p>	▶	<p>No Coastal Safety Group meetings were scheduled in the reporting period</p>



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
<p>2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure</p>	<p>Implement initiatives that increase uptake of green energy, and improve environmental performance</p>	<p>Deliver Building Futures and residential dwelling program</p>		<p>Five buildings were engaged in the 2023–24 Building Futures Program and building assessments are in progress</p>
		<p>Promote the uptake of renewable energy in the community</p>		<p>Council has promoted the use of GreenPower. Council is also investigating innovative opportunities to promote renewable electricity to our community</p>
		<p>Implement the Waverley Development Control Plan 2022 to improve the environmental performance of new buildings</p>		<p>This activity is ongoing and occurs through DA referrals and the provision of information to the community</p>



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 is purchasing 100% renewable electricity through Zen Energy</p>
		<p>Upgrade and improve street lighting performance</p>	▶	<p>Sixteen streetlights were upgraded to LED lighting on Glenayr Avenue. Existing streetlights are being tuned to maximise efficiency. Ausgrid is progressing with their roll out of upgraded main road lighting across its network</p>
		<p>Electrify existing gas appliances in Council assets</p>	▶	<p>Waverley Cemetery gas cooktop is scheduled for replacement in Q4 2023–24. All existing gas appliances have been identified and scheduled for replacement before 2030</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	Engage and educate staff and community on local climate risks and responses	▶	The delivery of the Urban Greening and Cooling Strategy, a key component of Waverley’s Resilience Framework included a Councillor workshop, three internal staff working group meetings, and a workshop with the Sustainability Expert Advisory Panel
		Progress the Coastal Management Program	▶	Council is rescoping Stage 1 of the Coastal Management Program



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 contractors are engaged at Council sites to implement the Biodiversity Action Plan- Remnant 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>Undertake restoration at Loombah Cliffs and York Road to protect and improve threatened plant species and communities</p>		<p>Bush regeneration contractors are engaged and working at both 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>In 2023, Council received 109 program applications with 50 new households planting a habitat garden with Council supplied plants</p>
		<p>Continue to implement the restoration of Bronte Gully, Tamarama Gully and Thomas Hogan Reserve</p>		<p>Bush regeneration contractors are engaged at both sites</p>
<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>Implement the new Tree Policy and Waverley Development Control Plan 2022</p>		<p>The Waverley Development Control Plan 2022 includes new clauses to improve native habitat in line with the Tree Canopy Strategy. Tree Policy and guidelines are followed to manage trees in the LGA</p>
		<p>Implement annual tree planting program in public spaces and streetscape</p>		<p>Three hundred ninety-two trees were planted in the last six months</p>



2.5 Conserve water use and improve water quality

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture</p>	Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects	Maintain and optimise recycled water use at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park		All sites are operational with numerous maintenance activities occurring in Q1 and Q2
<p>2.5.2. Improve water efficiency of new and existing buildings</p>	Engage the community to promote water savings devices and practices	Deliver WaterFix project (Strata, Commercial and Small Business) in partnership with Sydney Water		This activity is being promoted and delivered by Sydney Water
<p>2.5.3. Reduce or minimise the pollutants entering into waterways</p>	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	<p>Construct new stormwater quality improvement devices in the Curlewis Street streetscape upgrade</p> <p>Maintain water sensitive urban design infrastructure in Bondi Junction</p>		The design has been completed and construction is due to occur in Q3 and Q4
				This is an ongoing activity





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>Consult on and implement new Community Engagement Policy and Strategy to increase community engagement, awareness and participation in the planning process</p>	▶	<p>The Have your Say pop-up scheduled in Q3 will be used to educate the community on the Community Engagement Strategy and how it informs community engagement. The pop-up will be a platform for the community to come to provide feedback on all matters about the Council</p>
		<p>Establish the Community Planning Advocate role</p>	●	<p>The Community Planning Advocate role commenced in May 2023 with a work plan developed for the role</p>
		<p>Undertake a baseline survey of the community experience of overdevelopment</p>	▶	<p>The Living in Waverley survey was commissioned and fieldwork commenced in November/December 2023. Data collection and analysis is currently being undertaken with survey report due in early 2024</p>
		<p>Undertake community education on strategic planning process relevant to the Waverley LGA</p>	▶	<p>The Living in Waverley survey included questions scoping the needs of the community to help inform education material development. The survey results will assist to better understand the format and content of materials the community needs and prefers</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>All applications were assessed against statutory and non-statutory planning instruments</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> 	<p>Ensure development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier</p>	<p>Assess construction certificate applications in compliance with legislative and development condition requirements</p>	▶	<p>During the reporting period 33 construction certificate applications were received; eight were approved, three were cancelled, the remaining is currently under assessment</p>
	<p>Provide efficient and professional pool certification</p>	<p>Undertake swimming pool inspections in compliance with <i>Swimming Pool Act 1992</i> and <i>Regulation 2018</i></p>	▶	<p>Council's Swimming Pool Program was externally audited in Q1. All high-risk swimming pools (77) identified have been inspected or followed up in Q2. Inspections of low-risk pools while not mandatory are ongoing or being followed up on with pool owners and private certifiers</p>
	<p>Ensure new buildings meet current fire safety standards and existing buildings are upgraded</p>	<p>Undertake fire safety assessment of new developments where Council is the certifier</p>	▶	<p>Forty-three DA referrals were received for fire safety assessments and all assessments were finalised</p>
	<p>Undertake initiatives to address issues relating to illegal use or building works in a timely manner</p>	<p>Undertake fire safety inspections where potential fire safety issues are identified</p>	▶	<p>Twenty-four fire safety-related complaints were received, ongoing inspections have been scheduled to continue assessing the issues</p>
		<p>Implement proactive patrols at building sites</p>	▶	<p>Daily proactive patrols were conducted for breaches of the <i>Protection of the Environment Operations Act 1997/ Environmental Planning and Assessment Act 1979</i>. Forty-six out of 50 building sites related pollution issues were addressed and four are under investigation</p>
		<p>Undertake compliance actions for illegal building works as identified</p>	▶	<p>One hundred thirty-five complaints related to illegal building works were received. Two complaints related to asbestos, 66 complaints related to the condition of an existing building, 42 on construction hours of operation and 26 relating to dangerous work practices. Of the 271 building complaints raised, 131 have been closed, and 140 are ongoing</p>



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>Investigate the implementation of minimum non-residential Floor Space Ratio across all of Waverley’s centres</p>		<p>To be considered in General LEP Review scheduled in 2024</p>

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<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 streetscape design of North Bondi Terminus (Village Centre) and Hall Street</p>	▶	<p>A preferred concept design has been presented to Council for North Bondi Terminus with a report to Council and consultation to commence in early 2024. In December 2023, Council approved the Hall Street improvements proposal</p>
		<p>Deliver Curlewis Street and Charing Cross precinct upgrades</p>	▶	<p>Curlewis Street construction contract was awarded for works to commence in 2024</p>
	<p>Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects</p>	<p>Trial the use of Health Streets tool to assess and communicate benefits of proposed and completed streetscape projects</p>	▶	<p>Healthy Street Tool was trialled on Birrell Street, Charing Cross, and Glenayr Streetscape projects with ongoing work on communicating benefits</p>
<p>Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation</p>	<p>Coordinate inter-organisational efforts to maximise enhanced place management and activation outcomes</p>	●	<p>The Bondi Festival Ferris Wheel was extended until October 2023 to enhance Bondi Park placemaking experience. A festive decoration program was extended to a year-round Campbell Parade tree fairy light infrastructure to enhance the ambience of the beach streetscape.</p> <p>Civic and cultural events such as Sculpture by the Sea 2023, Festival of the Winds, Carols by the Sea festive celebration, Remembrance Day, Chanukah by the Sea, Chanukah in the Park, Chanukah at Chambers were delivered.</p> <p>Council supported events were initiated by the community stakeholders to raise awareness on conflicts in the Middle East. Council provided ongoing support for Bondi Beach Surf Clubs via assessment and approval of Nippers, Ocean Swims, Branch Championships and commercial activations that provide considerable fundraising revenue for both clubs</p>	
		<p>Deliver annual program of public art including Bondi Pavilion Indigenous Public Art Work, North Bondi Kids Pool Public Art Work</p>	▶	<p>Concept designs were received for Bondi Mermaids public artwork and the detailed concept design was received for Whale Dreaming Bondi Pavilion public artwork</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	▶	Heritage Assessment processes were established, and Interwar guidelines were prepared. Social Impact Assessment guidelines were adopted in September 2022, and a review is undertaken in line with the adopted guidelines
	Revise the Aboriginal Heritage study and prepare Management plans for all registered sites	Seek grant funding to undertake an Aboriginal Heritage Study	▶	Preparation of the grant application is in progress
	Review heritage and character controls in strategic plans	Prepare inventory sheets of all items to be listed in the Heritage Planning Proposal	●	Awaiting gateway determination of Heritage Planning Proposal
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Commence Quinn Road Memorialisation Wall Project providing additional ash internments	▶	The Quinn Road Memorialisation Project concept design was completed and endorsed by Council in December 2023 for placement on public exhibition
<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	▶	<p>Events such as Festival of the Winds and Carols by the Sea was delivered to activate Bondi Beach precinct. Work is underway to redesign the Global Table for delivery in 2024.</p> <p>Bronte House Open Weekends is delivered on an ongoing basis. New heritage walk and drawing workshop were trialled to enhance the program.</p> <p>New local stories for the Bondi Story Room are published on a regular basis</p>



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
2.7.1. Provide safe, accessible and diverse spaces and facilities for different users 	Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles	Implement community feedback to improve existing recreation programs including activities that promote active and healthy lifestyles	▶	One hundred sixty-six active senior classes were organised with 2,295 attendees. Twenty-four school holiday programs were organised with 349 attendees
	Maximise the use and access to public open recreation spaces and sports fields	Continue to promote community venues, sport fields and recreation facilities to increase utilisation and analyse usage / availability to prepare options for partnerships to increase usage and community participation	▶	Daily swap-overs of multi-purpose courts enabled utilisation across three sports (basketball, tennis, netball) by various community sporting groups. Council continued to provide a range of school holiday programs to meet varying community interests
	Deliver accessible community facilities and venues that cater for the diverse needs of the community		▶	Increased promotion of Expression of Interest periods for community venue hire was undertaken through print and online channels to drive additional applications and utilisation across all facilities for 2023–24
2.7.2. Increase the capacity of existing active recreation spaces through embellishment and upgrade works 	Implement the Open Space and Recreation Strategy action plan and the Inclusive play space study	Complete the upgrade and expansion of Waverley Park Playground and Fitness Station and upgrade Gilgandra Reserve playground	▶	All internal playground works are complete for Waverley Park playground and playground open to the public. Minor outstanding works on the playground will be completed in 2024. Gilandra Reserve scope is currently being finalised, and the procurement phase has begun for a head contractor
	2.7.3. Leverage opportunities to provide new and extended spaces in key locations 			▶



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>	<p>Prepare and implement a new Bike Plan and a new Walking Plan</p>	<p>Prepare the next iteration of the Bike Plan and Walking Plan</p>	▶	<p>The Bicycle strategy is currently in the procurement phase for a consultant.</p> <p>The consultant is undertaking data analysis for the Walking strategy</p>
	<p>Implement cycling infrastructure, bike paths and pedestrian safety projects</p>	<p>Deliver cycling infrastructure and improved pedestrian safety as part of the Curlewis Street Upgrade</p>	▶	<p>Curlewis Street Upgrade has commenced with minor investigative works. Construction on the streetscape upgrade will begin in March 2024</p>
	<p>Develop an integrated transport solution that addresses traffic, parking and considers neighbourhood and place outcomes</p>	<p>Undertake the Local Area Traffic Study in key areas in Waverley to inform the integrated transport solution</p>	▶	<p>A Consultant has been engaged for the Local Area Traffic Management study for the Bondi area and the background data report has been provided for officers to review</p>
<p>2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging</p>	<p>Facilitate alternatives to private car transport such as improved access to bus and car share vehicles</p>	<p>Review car share policy requirements with operators and other councils</p>	▶	<p>Reviews are continuing on the car share policy</p>



2.9

Manage traffic, transport and parking in a balanced way

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes 	Effective management of Council car parks to optimise revenue and customer experience	Investigate alternative revenue streams within Council car parks from local businesses and other customer segments	▶	Revenue was enhanced with the introduction of a new technology resulting in misuse prevention in Council car parks by customers seeking to avoid payment
	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	Identify smart parking technology to improve real time parking data	▶	A limited trial of mobile license recognition cameras was undertaken in September and October 2023
	Ensure residential and commercial parking areas are patrolled	Patrol residential and commercial parking areas	▶	Commercial parking areas are patrolled daily and residential parking areas are patrolled on a rotating basis
2.9.2. Improve access to schools and local destinations by making it easier to walk, ride and catch public transport 	Develop safe and convenient access by foot, bike or public transport to important destinations	Develop Safe Walking Routes to School project, expanding beyond the core schools and securing funding for identified infrastructure projects	▶	Baseline data and the parent survey has been carried out for the Safe Walking Routes to School project and work for the funding application is ongoing



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 is delivered in line with the annual allocation. Projects include electrical upgrades, street signs and line markings in Bondi Junction, a new speed hump in Dover Heights, bus shelter and seat upgrades, and retaining wall and fencing works. The Capital Renewal Program for Council buildings is continuing with the Wairoa Baby Health Clinic and Bronte House refurbishment projects being completed in recent months
<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		Regular maintenance inspection program of civil infrastructure assets to meet standards is ongoing
	Undertake an asset management maturity assessment	Review asset data integrity and processes in preparation for migration into an Asset Management System		Work is ongoing, including asset information (GIS Layer) cleansing, analytics, maturity of data capture and consolidation and streamlining asset information layers
<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	Develop plan and program to deliver Commercial Property Review recommendations		<p>New leases have been awarded for Waverley Park Kiosk, Shops 2 and 3, 276 Bronte Road and Tamarama Kiosk in the recent months.</p> <p>In addition, four new licenses have been awarded for mobile vendor operators to provide beach related services at Bondi Beach</p>



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>Implement the new Waverley Waste Strategy to support the uptake of a circular economy</p>	▶	<p>Implementation of the Waste Strategy is in progress. Activities such as FOGO trial planning is in progress. Online Bulky Waste booking system was rolled out and the waste calendar is made available online</p>	
		<p>Implement a waste management system for in-vehicle monitoring, route optimisation, improved customer service capabilities and real-time data capture</p>	●	<p>Council's in-truck camera has been reviewed and updated for route optimisation, performance, data capture and access via 4G</p>	
		<p>Plan for the introduction of a trial FOGO service in 2024–25, including engagement with the community and Council's waste processors</p>	▶	<p>Recruitment has been completed for Council's new Waste Education Officer to begin the trial preparation</p>	
		<p>Continue to implement Recycling and Contamination Improvement Program</p>	<p>Continue to implement recycling and contamination improvement program to residents and businesses</p>	▶	<p>Council staff has continued to work with residents, building managers and strata managers to improve contamination issues. Initiatives include bin room audits and provision of signage and education resources</p>
		<p>Deliver the Compost Revolution Program</p>	▶	<p>Sixty-two worm farms and compost bins were delivered in Q1 and Q2 to residents</p>	
<p>Provide waste collection points and recovery programs for problem waste items</p>	<p>Continue to partner with City of Sydney and Woollahra Councils to deliver recycling drop off events for problem waste items</p>	▶	<p>Council is continuing to partner with the City of Sydney and Woollahra Councils to deliver recycling drop off events for problem waste items</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 Illegal dumping program	▶	Preparation of Environmental Protection Authority grant to assist with proactive promotion and education to Waverley residents about illegal dumping is in progress
		Implement waste presentation compliance program to reduce litter from overflowing bins and incorrectly presented waste	▶	Council staff has continued to work with residents, building managers and strata managers to improve contamination and illegal dumping issues
		Undertake beach litter audits	▶	Beach litter audits are scheduled for completion in Q3
2.12.2. Reliable and efficient public place waste 	Deliver optimal public place waste infrastructure and services	Review public place bin locations in line with changes to the Waverley street scape	▶	Street litter bin infrastructure has been reviewed in line with changes to the streetscape
		Service and maintain public place bins	●	Bin repairs and replacements were completed as required



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>Engage Precinct committees on strategic issues</p>		<p>Precincts continued to be engaged on strategic issues such as Curlewis Street Upgrade, Gould Street Improvements, Notts Avenue Boardwalk Upgrade, Salisbury Street and Henrietta Street Safety Improvements, Clifftop Walkway Upgrade, Bronte Ocean Pool Upgrades, and the Draft Tamarama Park and Beach Plan of Management (POM).</p> <p>Precinct feedback continued to be very positive on the effectiveness of engaging through online, face-to-face and hybrid meetings, as it allows greater participation from a wider group of people</p>
		<p>Partner with community groups, and other agencies to engage hard to reach groups on decisions impacting the community</p>		<p>Preparation to engage hard-to-reach segments of the community, such as children and youth, through the Youth Summit 2024 is in progress. The Community Engagement Guidelines are revised to showcase best practices and procedures that demonstrate effective engagement</p>
		<p>Organise customer service training for relevant Council staff</p>		<p>Internal Customer Experience training for all Council staff has been created and launched. This training entails real-life scenarios for indoor and outdoor workforces, a entailing appropriate responses that exemplify Council values and our Service Promise. More specialised training is being explored for community facing staff</p>

3.1 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<p>3.1.2. Ensure our engagement practices are accessible and inclusive</p> <p> </p>	<p>Implement Community Engagement Policy and Strategy 2021</p>	<p>Utilise new telephony system capability to undertake customer research</p>	<p></p>	<p>Council implemented a new telephony system in February 2023 enabling significant customer insight capability. These insights are being extracted and utilised to understand caller patterns, feedback, sentiment and workforce management. Implementation is nearing completion with the extension of the new system to other customer service channels, such as email and webchat</p>
<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>Assess accessibility of engagement opportunities for under-represented groups</p>	<p></p>	<p>Adopted in August 2023, Council's Community Engagement Strategy includes facilitating Have Your Say pop-ups across each ward annually. These pop-ups facilitate discussion and engagement on relevant projects and initiatives led by Council. One Have Your Say pop-up has been facilitated from which feedback has been collated and analysed. Council is also exploring different ways of engaging with people based on community feedback to offer appropriate channels of engagement (i.e. online, workshops, and focus groups)</p>
<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>Council is currently exploring options to integrate various communication reporting systems into a dashboard format leveraging PowerBI</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 organisational Customer Service Charter and Service Promise that reflect the communities expectations and Council's commitment to delivering high quality service</p>		<p>Council adopted a new Customer Service Charter representative of Council's commitment to providing excellent service through every customer interaction. The charter is available on Council website and at key sites across the LGA</p>
		<p>Review service level agreements for service requests to provide customer guidance and meet operational requirements</p>		<p>A plan to review all Service Level Agreements (SLAs) has been finalised to assess past performance on existing SLAs. The data extraction and assessment phase are in progress</p>
	<p>Implement Complaints Management Framework and monitor compliance with procedures</p>	<p>Deliver live dashboards to monitor complaints across Council to improve increased transparency, accountability action and resolutions</p>		<p>Council has produced live dashboards of key performance indicators via Microsoft Power BI. These include request volumes, the complaints assigned to departments, their SLA performance, and general volumes of complaints. The Leadership Team has been given access to monitor complaints statistics to ensure these are handled promptly</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 1 January to 30 June 2023 was presented to the Council at its meeting in August 2023 and Audit, Risk and Improvement Committee in October 2023. The Annual Report 2022–23 was published in November 2023. Preparation of Operational Plan 2024–25 is in progress</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>The annual review of the Long Term Financial Plan is in progress. The Executive Leadership Team undertakes quarterly and monthly budget performance reviews on an ongoing basis, and quarterly reports are presented to the Council</p>
	<p>Implement the Workforce Plan 2022–2026</p>	<p>Continue to implement priority actions in the Workforce Plan such as diverse workforce, tenure, wellbeing and age profile</p>	▶	<p>Values and Behaviours Train the Trainer sessions were completed in Q2, and Team Charters were developed in October 2023 across the organisation. Learning and development plans to improve work quality, safety and employee career development are in progress. Child Safe Policy was embedded via mandatory eLearning rolled out to all staff in September 2023. The Executive Leadership Team endorsed the new draft Recruitment Policy. The roll-out of training to promote diversity and inclusion and report unsafe practices, including facilitating Code of Conduct for all staff was completed in September 2023. Council continues to support the Apprentice and Traineeship program with seven positions filled and offers to be made to two school-based apprenticeships and traineeships students to commence in 2024. The de-escalation program was rolled out to frontline staff throughout 2023</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>3.3.2. 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>Build organisational financial capability through financial frameworks, structured financial reviews, trainings, and cost benefit analyses</p>	▶	<p>A financial framework for budgeting is in place, and financial sustainability training was organised for Executive Managers. A cost-benefit analysis is undertaken</p>
		<p>Embed Sustainability into Council's policies, processes and values</p>	▶	<p>This is ongoing and has been incorporated into Council's Procurement Policies and Procedures</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, including roll-out of the contract management framework and policy</p>	●	<p>The Executive Leadership Team endorsed the Contract Management Framework, and the Policy was rolled out. Ongoing training and support systems are in place to support implementation</p>
	<p>Embed sustainable procurement into our activities consistent with Council's sustainability commitments</p>	<p>Embed the circular economy principles in our sourcing activities consistent with Council's sustainability commitments</p>	●	<p>The circular economy principles were incorporated into the Procurement Policy and Procedures adopted by the Executive Leadership Team</p>
<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>Undertake priority service reviews in line with the approved service review program</p>	▶	<p>Council is establishing a panel of service review providers to commence planned service reviews in Q3</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
3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct 	Prepare and implement the Governance Framework	Review Internal Reporting Policy in alignment with the Public Interest Disclosures (PID) Act 2013 and train relevant PID officers		The Executive Leadership Team adopted the new Public Interest Disclosures Policy in October 2023. The policy is being rolled out. Public Interest Disclosure Officers were identified, and training is scheduled in Q3
		Review policy register and streamline policy management process		The policy register review is nearing completion. A system is in place to capture updated and new policies, and the policy management process review is in progress
		Facilitate and promote professional development for Councillors		Four Councillors have undertaken professional development, including company director courses, the executive certificate for elected members and membership in the Australian Institute of Company Directors
		Promote good financial governance, internal control and risk mitigation practices		Bank Guarantee Procedure and Contract Management Framework and Policy were prepared and adopted by the Executive Leadership Team
3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct 	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		The draft Emergency Plan was updated for 55 Spring Street. Business Continuity Exercise for this site will inform the training schedule
		Conduct an internal audit program for high risk operational activities		Internal Audit program remains on schedule
		Review Council's Strategic Risk Management Plan		A Risk Appetite Program was prepared and presented to the Executive Leadership Team and Audit, Risk and Improvement Committee in Q2. The Risk Appetite workshop is scheduled for Q3

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 priority actions, including developing the Fraud and Corruption Control Plan 2023–24</p>	▶	<p>Fraud and Corruption Control Working Group met in November 2023 to review the progress of the Fraud and Corruption Control Plan, adopted by the Executive Leadership Team in May 2023</p>
		<p>Continue to implement the Governance Framework</p>	▶	<p>Priorities in the framework, such as the ARIC Charter and Internal Audit Charter review were completed. The Governance Framework is under review</p>
		<p>Promote and inform community on key decisions affecting community through different communication channels</p>	▶	<p>A video summary by the Mayor of each Council meeting, highlighting the top decisions and issues from the meeting is now posted on social media. A trial is underway to allow members of the public to address Council and Committee meetings via video conference instead of attending in person. The outcome of the trial will be reported to Council in early 2024</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>	▶	<p>Monthly investment reports, Monthly GST returns, grant acquittal financial reports, and annual financial statements were prepared</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>Source and implement Performance Management system</p>		<p>Senior leaders refined and improved the staff performance review process to ensure consistent and regular feedback mechanism is in place to provide clarity about work responsibilities and a focus on identifying opportunities for development or progression</p>
		<p>Continue to build on the Leadership Development Program for senior leaders and introduce Future Leaders program for front line leaders</p>		<p>Twenty-three participants completed the Future Leaders Program in October 2023. Participants were provided the option to pursue the complete Certificate IV as part of the NSW Smart and Skilled funding and Waverley's Study Assistance Program</p>
		<p>Review and revise health & safety wellbeing programs and activities to ensure fit for purpose</p>		<p>A range of health and safety programs were identified and implemented, including three Mental Health toolbox talks during World Mental Health Month, recruitment of Mental Health Champions, and the Mental Health is Everybody's Business talk. The yoga program was extended from October to December 2023. Waverley Health and Safety Committee meetings and staff training are held on an ongoing basis.</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>Review and revise position descriptions and integrate Capability Framework</p>		<p>More than 100 position descriptions were reviewed and updated. A review of C-K role categories is in progress, with plans to implement the changes in Q3</p>

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<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>Implement priority systems identified under the ICT Modernisation Program</p>		<p>Council’s digitisation and modernisation program is progressing well and undergoes regular reprioritisation and refinement to mobilise its workforce, improve business intelligence and focus on service delivery. Priority projects currently underway include the Finance SaaS transition Project, Cyber Maturity Uplift and Information management programs</p>
 		<p>Review Council’s information security and undertake gap analysis in line with Mandatory25</p>		<p>Work is underway to enhance information security controls, including finalising a draft Information Classification Policy that defines information assets within dimensions of confidentiality, integrity, and availability and assigns escalating levels of information security controls</p>
		<p>Deliver business and spatial intelligence projects for better planning and decision making</p>		<p>The data exchange project to enhance the BYDA (Before You Dig Australia) service is complete. The creation of tree asset register map layers is in progress. In-field data collection projects, including EV charging and occupancy audit are scheduled for Q4</p>



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>Deliver priority actions from Innovation Roadmap themes such as Innovation forum and business workshops</p>		<p>The Becoming Cybersmart for Small Business workshop was delivered in October 2023, in alignment with the Small Business Month. The workshop was open to all business sectors looking to improve business cybersecurity. There were 30 attendees</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>The Becoming Cybersmart for Small Business workshop was delivered in October 2023, in alignment with the Small Business Month. The workshop was open to all business sectors looking to improve business cybersecurity. There were 30 attendees</p>
	<p>Deliver recognition for excellence in local business programs</p>	<p>Continue delivering business awards to recognise excellence</p>		<p>Business Awards was organised in November 2023 with 12 categories and related winners. Approximately 200 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>Create and promote virtual place based offerings and information for visitors</p>		<p>Council developed and launched four walks, including the Coastal Nature Walk, First Nations, Public Art and Waverley Cemetery, accessible online via hellobondi.com.au/walks</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> </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 through the business resource centre (e.g. ED Newsletter, biannual Occupancy Audit)</p>		<p>Occupancy Audit was completed in December 2023</p>
<p>3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer</p> <p> </p>	<p>Position business incubator as an innovative hub for local community</p>	<p>Host a business pitching event centred on innovation</p>		<p>Bondi Innovation Forum, including the annual SharkTank event in partnership with the Bondi Chamber of Commerce is scheduled for the first week of May 2024</p>
<p>3.6.3. Enhance communication and engagement channels to improve service delivery</p> <p> </p>	<p>Maximise the use of existing engagement tools such as Have Your Say</p>	<p>Explore and implement website improvements to improve accessibility, presence and ease of subscription to Have your Say newsletters</p>		<p>The community will be engaged to gather feedback on how they would like to be engaged. The Have your Say newsletters will also be promoted in this engagement. Council is currently exploring the data captured from communication channels across Council that have received user consent for Council to communicate with recipients</p>

3.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<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>Populate Local Studies online platform to provide community access to digitised local history resources</p>		<p>The Local Studies online archive containing an extensive collection of digitised images and documents was launched for public access in September 2023</p>
	<p>Prepare and implement the Waverley Library Strategy</p>	<p>Improve and refurbish physical spaces in the Library in alignment with the Waverley Library Strategy</p>		<p>The physical environment of the Library was improved through a reduction in shelving and underutilised collections, better display of books and increased seating and reading areas. New furniture was ordered for the ground floor to enhance the appearance and functionality of the spaces</p>
		<p>Update the Library Collection Development Plan to ensure collection is current and relevant to the community</p>		<p>Updates to the Library collection to ensure relevance to the community is ongoing and included in the Library Operational Plan 2023-2026</p>
		<p>Develop a library membership plan to increase membership and engagement</p>		<p>This activity is scheduled for action in Q3 and Q4 as identified in the Library Operational Plan 2023-2026</p>



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