



Waverley 2024

Six Monthly Progress Report
1 Jul – 31 Dec 2024

waverley.nsw.gov.au



WAVERLEY
COUNCIL

Acknowledgement and our reconciliation vision

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

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

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

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

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

How to read this document

This document is part of the Integrated Planning and Reporting suite of documents



Why Six Monthly Progress Report?

To meet legislative requirements, Council reports twice a year against actions in its annual Operational Plan as a measure of progress towards achieving the Delivery Program, and ultimately the community's vision.

Structure of the Progress Report

The Six-Monthly Progress Report is made up of two parts. The first part gives a high-level summary of key milestones and achievements of the Council in implementing the Operational Plan. The second part provides detailed reporting on progress in each activity/project in the Operational Plan.

Understanding progress measures

Outcome measures are predominantly included in the Community Strategic Plan and the Delivery Program. These are measured once in two years and is included in the Annual Report and State of the City Report.

Our Operational Plan includes a combination of output and outcome measures. Considering the annual nature of this Plan, measures in Operational Plan are predominantly output based which contributes to the outcome and is reported annually. All data sets that contributes to the measures are not available on a six monthly basis. In the year, community satisfaction survey is undertaken, satisfaction based outcome measures are reported.

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 2024–25 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 last six months of the financial year and shows that Council made significant progress in implementing its Operational Plan objectives. Highlights include work on Curlewis Street between Campbell Parade and Glenayr Avenue. The project delivered a net increase of 29 new street trees and approximately 750m² of new soft landscaping areas, approximately 100m of new stormwater drainage network, new storage cells allowing infiltration to the soil underneath, a new permeable bike path, and a new raingarden area near Gould Street were delivered.

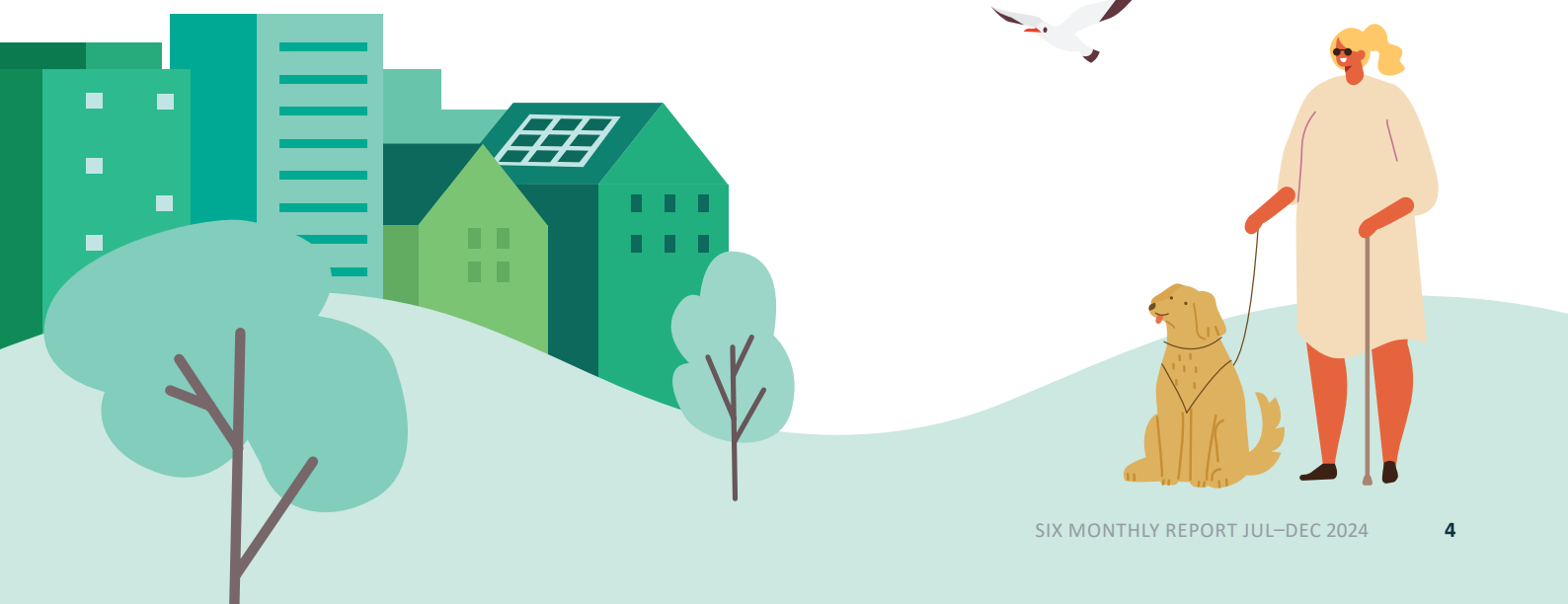
FOGO service trial is underway with approximately 2,000 households' food organics and garden organics materials collected weekly. Since the start of the trial, the Waverley community has diverted nearly 60 tonnes of FOGO from landfill.

The Waverley Youth Summit was held on 15 November with 33 primary and secondary students from eight local schools. The Library organised 670 programs that engaged 14,800 members of the community.

Highlights included John Zubrincki's Author Talk as part of History Week (83 attendees), Elana Benjamin's Author Talk, In Conversation with Indira Naidoo on Indian-Jewish Food (71 attendees) and the Library's 60th birthday celebration (300 attendees).

In November 2024, Council commenced community engagement to inform the next iteration of Integrated Planning and Reporting suite of documents. During the reporting period, two deliberative panels were organised and a budgeting tool was used to inform the Strategic Asset Management Plan preparation discussions. Council also engaged the community on their vision for the future, issues and priorities we must focus on and service levels. Pop-ups, community panels, workshops, youth summit, safety walkshops and safety survey were part of the engagement methods.

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

Mark & Evette Moran Nib Literary Award

The Mark & Evette Moran Nib Literary Award celebrates the most compelling research-based literature published annually. It recognises nominated works that best fulfil the criteria of literary merit, quality research, readability and value to the community.

The Mark & Evette Moran Nib Literary Award is administered by Council with the generous support of Principal Sponsors Mark and Evette Moran, and the ongoing commitment of community partner Gertrude and Alice Bookshop and Café.

Melissa Lucashenko won the 2024 Mark and Evette Moran Nib Literary Award for her novel *Edenglassie* (UQP), along with the generous \$40,000 prize. The winning book was chosen from 175 nominations by a panel of esteemed judges.

Singer-songwriter Deborah Conway was awarded the \$4,000 Nib People's Choice Prize for her candid memoir, *Book of Life*. Both Lucashenko and Conway received the \$1,500 Alex Buzo Shortlist Prize, along with other finalists: *Reaching Through Time* by Shauna Bostock, *Donald Horne* by Ryan Cropp, *Wifedom* by Anna Funder, and *What the Trees See* by Dave Witty.



Mark & Evette Moran Nib Literary Award

Waverley Art Prize

Bronte Leighton-Dore was announced as the 38th annual Waverley Art Prize for her painting *Silent meeting, a blue sky, South Coast*.

The art prize is presented in partnership with the Waverley Woollahra Art School, the longest running artist-run initiative in Waverley.

Highly Commended mention also went to Christopher Zanko for *Midday Brick House*, a wood relief carving that captures the essence of a brightly illuminated day, where the sun's rays saturate the brick façades of a home, casting an almost ethereal aura of warmth.

The Mayor's Prize of \$2,000 went to Sophie Bray for her work *Alone with a Thousand Eyes* and Highly Commended went to Jasmine Mowbray, *Arcadia*. The local Prize of \$1,500 went to Lisa Patroni for her work, *Geometry of Echoes*.

The Waverley Art Prize was established in 1986 and has a long history as a painting and drawing prize, with an illustrious alumnus of previous winners. This year Council received 419 entries were received with 38 finalists.

Volunteer Expo

Waverley Volunteer Expo was held on Saturday, 28 September 2024 at the Bondi Pavilion, attracting more than 25 stall holders from various volunteer groups across the community. This activity showcased the opportunity to volunteer for residents by promoting the benefits of volunteering.

A community conversation on end-of-life



Dying to Know event

In August 2024, the Dying to Know event was held at the Margaret Whitlam Centre in Waverley. It was an opportunity for community members to hear from a specialist panel in the end-of-life area and ask questions. The event was opened by Allegra Spender MP and the panellists were:

PANELLISTS

Dr Linda Sheahan	Clinical Stream Director Palliative and End of Life Care for South East Area Health Service, and Clinical Ethics Consultant- and lead for the SESLHD Clinical Ethics Support Service.
Anita McBride	Community Development Specialist, Metropolitan Memorial Park
Yvonne Coburn	National Champion, Palliative Care Australia
Dr Patrick Bolton	Complex Care Physician and Medical Lead for Voluntary Assisted Dying, Southeastern Sydney, Local Health District

Key points discussed included the importance of the role of GPs in planning end-of-life, how to access palliative care earlier and how getting informed earlier improves the palliative care journey as a whole.

Reconciliation Action Plan Implementation

NAIDOC week events were held in July 2024 including the Ruby Hunter tribute concert and NAIDOC in the Park in collaboration with Randwick Council and Centennial Parklands. An Aboriginal Heritage Study has been approved, and a consultant has been selected to undertake the work starting in early 2025. Two Aboriginal trainees continued their work with two Council departments. An art exhibition was held in Waverley Library with the work of Aboriginal students from Waverley College who worked with Council on a National Reconciliation Week project. Seventeen Aboriginal students attended work experience with multiple departments in November 2024.

Initiatives for Young People

The Waverley Youth Summit was held on 15 November, with 33 primary and secondary students from eight local schools to discuss their perspectives and priorities for the Waverley Community Strategic Plan and preferred engagement with Council. A preliminary/ summary report and the raw data gathered during the summit workshop was drafted and shared with relevant internal staff. Planning for an engagement strategy has commenced. Planning for Youth Week 2025 commenced with two meetings with interested individuals and bands aged between 13 - 21. Participants were assisted to plan out a strategy to promote the band night at the Pavilion scheduled for April 2025.

The ESYSN met in November 2024 to learn about advocacy and assistance for international students and other young people experiencing financial hardship, discrimination and marginalisation within the health, welfare and social support systems from the Welfare Rights Centre and the International Student Legal Service. A new service pathway assisting people aged above 16 years, including men who are victims of domestic and family violence was discussed, with a focus on early intervention for young people.

Development of a business education program for school students commenced in October 2024.

Parenting Seminar

A parenting seminar was held on 22 October 2024 in partnership with WAYS Youth & Family, who delivered practical information about adolescent development and strategies for effective communication and behaviour management. The session was attended by 29 parents who indicated 93 - 100% satisfaction with having learned relevant information to assist their parenting of teenage children.

Summer Safe program

Implementation of the annual Summer Safe program 2024-25 commenced. The program includes ranger patrols, extended lifeguard services on public holidays, a dedicated user-pays NSW Police deployment for Waverley's coastal reserves and beaches, and additional public place waste and cleansing services. In consultation with NSW Police, measures to improve crowd management, such as additional open space and public place cleansing, traffic and crowd management services were implemented at Bronte

Park on Christmas Day. Key learnings from Christmas Day at Bronte resulted in additional changes on Australia Day, including enhanced staffing and external event waste management support.

Creative Library Programs

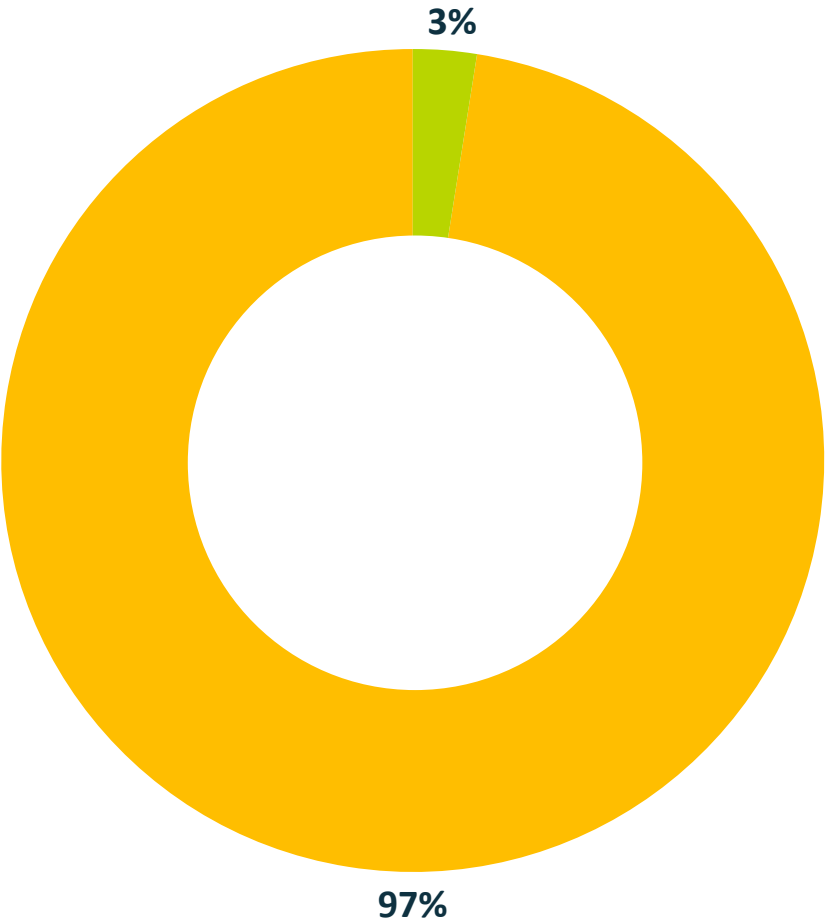
The Library organised 670 programs that engaged 14,800 members of the community. Highlights included John Zubrincki's Author Talk as part of the History Week (83 attendees), Elana Benjamin Author Talk, In Conversation with Indira Naidoo on Indian-Jewish Food (71 attendees) and the Library's 60th birthday celebration (300 attendees).



Waverley Library

The Children's Library team continued to hold regular Story Times (including a popular Russian bilingual session), Rhyme Times and school holiday activities, as well as introducing new children's 'Tech Tuesday' and 'Crafternoon' programs, and two very popular 'Pride Youth' pop-up activities during HSC study times. Technology programming included one-on-one Tech Help sessions, VR activities, a tech seminar series targeting scam awareness, and tech development. The digitisation station continued to be popular with new recording devices added to the service. Other Library sessions included collage making, Green Thumb, Bad Movie Club, HSC talks, craft workshops (e.g. jewellery making). A large chess set was also made available to customers in the main foyer during the weekends and holidays.

People: Progress Summary



Completed	3%
In Progress	97%
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

EV charging amps up in the East

More than 250 additional public electric vehicle chargers will be installed across Waverley, Randwick and Woollahra local government areas by the end of 2025 to cater to the demand for more charging stations. These will be a combination of kerbside 'AC' and fast 'DC' chargers. Currently, there are approximately 100 chargers installed across the region.

The three councils have been awarded over \$700,000 in funding from the NSW Local Small Commitments Allocation (LSCA) Grants, as well as close to \$300,000 from the NSW Government Kerbside Charging Grants to expand the Council-owned charging network with an additional 90 charging ports over the next 12-18 months.

The three councils are also facilitating private companies who have been awarded the NSW Government Kerbside Charging Grants to install an additional 160 public charging ports, subject to consultation, electrical and traffic approvals, bringing the total of new charging stations to 250.

Solar My School

Solar my School was established in 2017 by Waverley, Woollahra and Randwick Councils (3-Councils) to help schools in Sydney's Eastern Suburbs install solar power on their rooftops, reaping the educational, financial and environmental benefits of clean, locally produced, renewable energy.

The program helped schools from start to finish, from initial solar feasibility and funding advice through to tender assistance and installation, as well as educational support to teach the next generation about solar and renewables.

The success of the program led to an expansion to 13 other LGAs around NSW, and also the receipt of many awards for leadership and design, including NSW Green Globes, Cities Power Partnerships and LG Professionals Association National Award.

In total, 122 schools installed solar through this Council-run program, collectively representing 5.9 Megawatts of solar capacity. This is equivalent to powering 1,300 Australian homes and will contribute to reduce 6,520 tonnes of carbon emissions per year.

46 of the 64 schools in the Eastern Suburbs have installed solar through the Solar my School program. Through the installation of solar systems, amounting to a total of 2.5 Megawatts of local renewable energy, these schools have helped to avoid 3,076 tonnes of carbon per year.

Council's role as part of Solar my Suburb has come to an end after supporting many schools to go solar since 2017. The Department of Education have paused their co-contribution funding program and are looking into more holistic sustainability and energy options like solar, batteries and Virtual Power Plant Technologies rolled out automatically across the State.

Waverley Waste Strategy

Council undertook research to identify necessary actions to reduce waste and support the circular economy. The Strategy was placed on public consultation, with the community supporting most actions. Council officers are finalising the consultation report to be presented to the Council.

FOGO service trial

FOGO service trial is underway with approximately 2,000 households' food organics and garden organics materials collected weekly. Since the start of the trial, the Waverley community has diverted nearly 60 tonnes of FOGO from landfill. Other waste streams continue to be monitored.

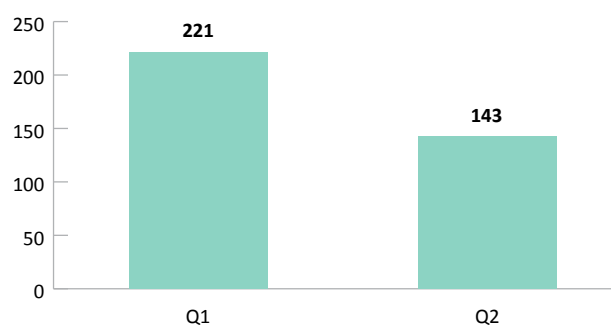
The project plan for the FOGO trial was implemented successfully, with the delivery of a starter pack to all households in the trial. The project was uploaded in the Have Your Say for community feedback and Council officers delivered 12 engagement sessions across 13 streets that are part of the trial.

Waste Collection

Council has recycling stations at Waverley Library and Customer Service Centre. Nearly 400 kg of e-waste and 300 kg of batteries were collected since July 2024. More than 400 Waverley residents attended the August and November 2024 Recycle It Saturday events dropping off a range of items, including over 3,000 kg of e-waste.

Tree Canopy

221 trees were planted in Q1 and 143 trees in Q2 .



Curlewis Street and Charing Cross precinct upgrades

Curlewis Street between Campbell Parade and Glenayr Avenue upgrade was complete. Charing Cross undergrounding is underway with switchover to new underground power in March 2025. The project delivered a net increase of 29 new street trees and approximately 750m² of new soft landscaping areas. Approximately 100m of new stormwater drainage network, new storage cells allowing infiltration to the soil underneath, a new permeable bike path, and a new raingarden area near Gould Street were delivered.

Strategic Asset Management

Implementation of the SAMP6 program is in progress and is on target. Preparation of the next suite of SAMP7 Asset Strategy, Plans, and 11-year renewal plan is on target for draft plans to be complete by March 2025.

Asset Hierarchy was developed and implemented in 2023-24 financial reporting. Asset Hierarchy is utilised to inform SAMP and the Infrastructure Renewal program. Progression in all areas of the Asset Management Improvement Plan is underway through SAMP7 development.

Asset Management maturity assessment is completed as part of the Asset Management Strategy preparation. Development of Data migration and Asset Management System functional design will be initiated post SAMP7 finalisation.



Curlewis Street and Charing Cross precinct upgrades

Syd Einfeld Drive Bike Parking

In August 2024, Council opened the Syd Einfeld Drive Bike Parking facility with secure storage for up to 51 bikes next to Bondi Junction Train Station and Bus Interchange.

The parking facility, located underneath the Syd Einfeld Drive overpass, is the first such dedicated space of its type in Bondi Junction. It offers a new level of security, only being accessible by cyclists using pre-registered Opal cards (for free). Bike riders can register their Opal cards for use on the Bike Shed page on the Opal website.

The \$277,000 for the project was funded by Transport for NSW's Active Transport Walking and Cycling Program in 2020-21.

Food safety

One hundred and sixty-two food safety inspections were completed during the reporting period. Council is on track to meet the NSW Food Authority partnership agreement terms. The Sushi food safety project has been nominated for the NSW Food Authority Champion award. This project has been selected for the NSW Annual Food Conference presentation. The investigation of noise complaints has resulted in the issuing of two noise abatement directions and five prevention notices.

Building Certification

In Q1, 25 building certification applications were received, and in Q2, 31 applications were received. Of the total applications received, 24 applications were approved, four were cancelled, 18 were deferred, three were withdrawn, and seven are under assessment.

Fire Safety

In Q1, 30 DA fire safety referrals were received, 28 were completed, and two are in progress.

In Q2, 35 fire safety referrals were received and 34 were completed, and one is in progress.

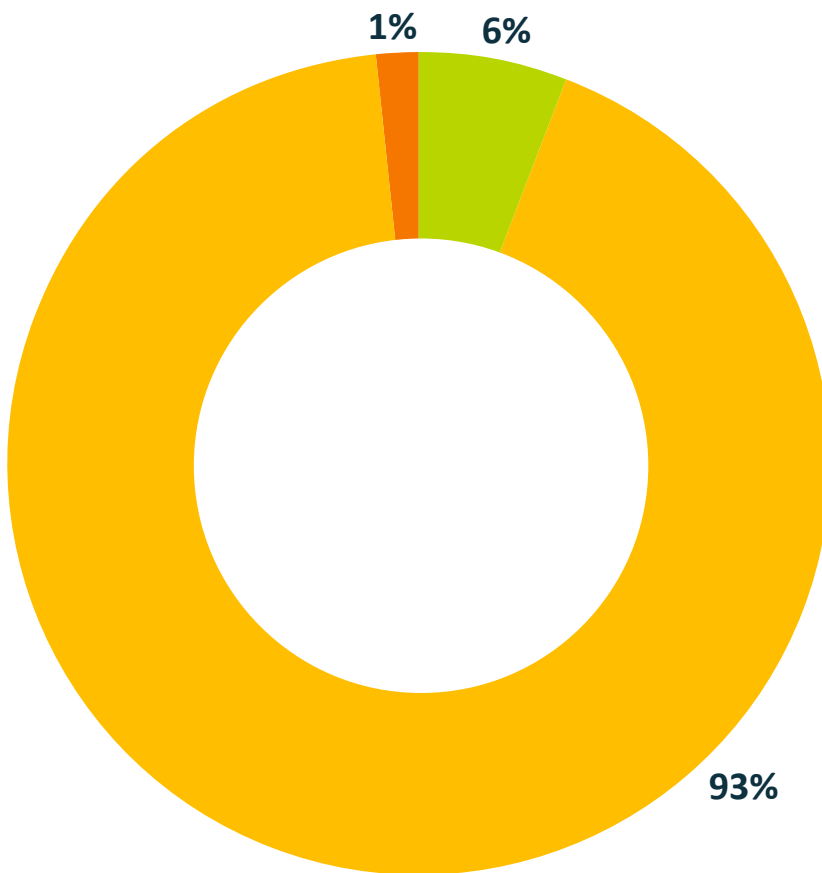
Illegal building complaints

In Q1, 171 illegal building complaints were received, one was asbestos-related, 34 about the condition of existing buildings, 23 were complaints about construction hours of operations, 13 illegal use and 85 about illegal work.

In Q2, 197 illegal building complaints were received, four were asbestos-related, 35 about condition of existing buildings, 34 were complaints about construction hours of operations, 24 illegal use and 89 about illegal work.

A total of 297 cases were finalised, and the remainder is under investigation.

Place: Progress Summary



Completed	6%
In Progress	93%
In Progress – impacted by unforeseen conditions	1%
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

Community Engagement Policy and Strategy

Most of the policy and strategy actions are completed or in progress. Application of the strategy is an ongoing exercise integrated into community engagement on plans, policies, strategies and projects.

Precinct Engagement

Precincts continued to be engaged on strategic issues such as the Community Strategic Plan, the Strategic Asset Management Plan, the Bondi Junction Masterplan, Ruthven Street Improvements, various Planning Matters and more.

During the reporting period, 35 Precinct meetings, and two Combined Precincts meetings were held.

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.

2024 Best & Brightest Awards

In November 2024, Best & Brightest Awards celebrated the most outstanding businesses in the community. The awards celebrate the spirit that makes Waverley a special place. Every entry was carefully judged, with winners selected based on their outstanding achievements in their respective industries.

150 entries were received and the winners were:

AWARD CATEGORY	BUSINESS
Retail & E-Commerce	Winner- WEST 14TH
	Runner-up- Bondi Bike Shop
Childcare & Education	Winner- The Rhythm Village
	Runner-up- Play Studio Kids
Professional Services	Winner- Bondi Bike Shop
	Runner-up- Lemon Spring Eco Clean
Construction & Trade	Winner- Proximity Plumbing
	Runner-up- TightKnit Building Design
Healthcare & Medical	Winner- Summit Physio & Sports Medicine
	Runner-up- Bondi Family Dentist
Sustainability Excellence	Winner- The Travel Corporation
	Runners-up- Earthletica, Ottway The Label
Creative & Digital	Winner- Believe Advertising & PR
	Runner-up- 100 Percent Dance
Tourism & Leisure	Winner- The Blue Hotel Bondi
	Runner-up- Cobbold & Co
Hospitality & Entertainment	Winner - Divide 8 Pizza
	Runner-up- Bellagio cafe
Beauty & Wellbeing	Winner- Blow Bar Co
	Runner-up- Body Sculpting Clinics
Fitness & Nutrition	Winner- AGOGA
	Runner-up- XtraClubs
Young Entrepreneur of the Year	Winner- NALUKA
	Runner-up- Bondi Bike Shop
Business Woman of the Year	Winner- Immersia Freediving
	Runner-up- Hudson's Bakery
People's Choice	Winner- Rare Studios

Oxford Street Mall Nighttime activation

Council voted to extend Oxford Street Mall business operating hours until 3 am with the aim to activate late-night activity and make it even safer for our community.

According to the Transport for NSW's (TfNSW) Safer Cities Survey Report people feel safer in activated public spaces that are well-lit and with lots of people. Around 51% of participants in the TfNSW survey said they would be more likely to go out at night alone if they felt safer.

Service Reviews

Financial sustainability review is in final stages and is scheduled to be presented to Council in April 2025. A service review of Lifeguard Services has been completed and is in final stages.

Leadership Development Program

Fifteen leaders participated in the Future Leaders Program and five ELT Members participated in bespoke leadership development program. Three people leaders participated in executive coaching sessions. Six people leaders attended Educational Leader Conferences and one people leader commenced the Company Directors Course.

Psycho-Social Strategy for Waverley

A gap analysis of the draft Managing Psychosocial Hazards at Work Procedure against SafeWork Australia model code of practice for managing psychosocial hazards at work is being undertaken. Employee Assistance Program is reviewed to ensure the level of service for employee assistance is adequate for Council workers. Face to face Bullying and Harassment training sessions were organised. StateCover feedback sessions were held with outdoor workers to build the wellbeing plan 2025 to encourage employee engagement.

Health and safety wellbeing programs

Health and safety wellbeing programs and activities delivered include:

- Health Expo for outdoor staff included heart health checks and information on nutrition, mental wellbeing, healthy ageing and sleep information
- Noise testing was arranged to support SafeWork NSW legislation for audiometric testing in the workplace and to build a base for workgroups that are required to be tested under this legislation
- Toolbox talks were organised for the outdoor workforce for asbestos management process and initial discussions commenced for Identification training for asbestos
- Risk assessments were undertaken for multiple projects, including the Angel Ring project, Lifeguard Challenge, the new Side by Side vehicles and the safe transport of 240l bins, ensuring the safety of workers and reduction in future injuries.

Waverley Library Strategy implementation

Implementation of the refurbishment plans supported by the Public Library Infrastructure Grant were progressed, including planning for the introduction of customer service pods, automated returns shelving, sound minimisation installations and upgrades to furniture on level one.

Implementation of the Library Collection Development Plan continued with an increase in the number of titles in the 'Read Now' collection of popular titles and the addition of a Children's 'Read Now' collection.

Library capacity was enhanced to further support the development and implementation of the library membership plan.

Integrated Planning and Reporting

Preparation of the next iteration of the Integrated Planning and Reporting suite of documents such as Community Strategic Plan, Delivery Program, and Operational Plan commenced. During the reporting period, two deliberative panels were organised and a budgeting tool was used to inform the Strategic Asset Management Plan preparation discussions. Council also engaged the community on their vision for the future, issues and priorities we must focus on and

service levels. Pop-ups, community panels, youth summit, safety workshops and safety survey were part of the engagement methods.

Commercial Centre Occupancy Audit

Council conducts an audit twice a year to measure occupancy trends and the industry mix at each commercial centre.

The audits identify vacancy trends 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 August 2024.

Occupancy Audit Summary

The following information is a summary of information for all of Waverley as of August 2024.

Occupancy rates

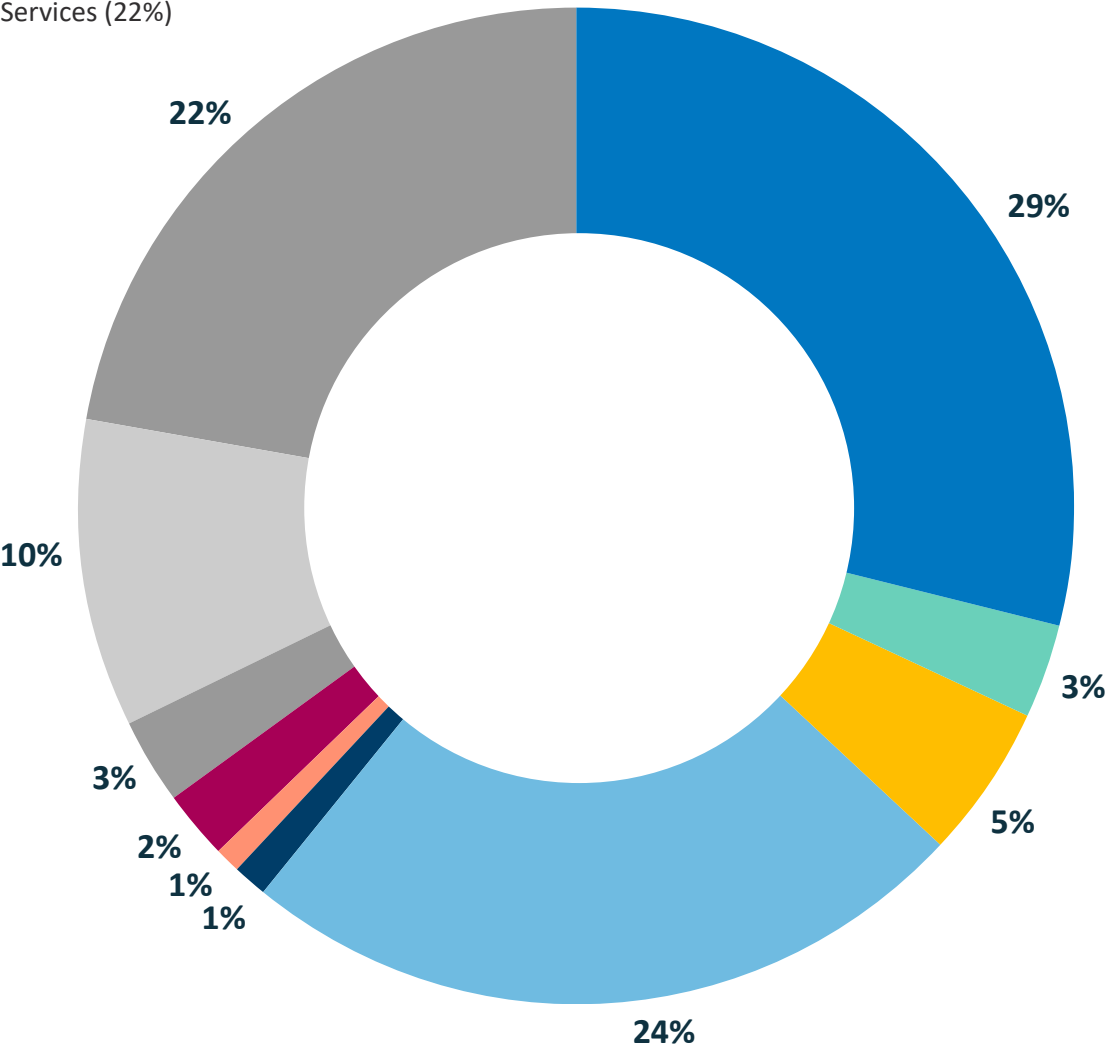
COMMERCIAL CENTRE	OCCUPANCY % FEBRUARY 2023	OCCUPANCY % OCTOBER 2023	OCCUPANCY % FEBRUARY 2024	OCCUPANCY % AUGUST 2024
Bondi Beach	88.4	91.7 ↑	90.5 ↓	90.3 ↓
Bondi Junction	87.6	86.2 ↓	88.7 ↑	90.2 ↑
Bondi Road	89.4	90.7 ↑	94.3 ↑	93.8↓
Bronte Beach	100.0	100	100 --	100 --
Charing Cross	95.1	95.1 --	96.1 ↑	94.0 ↑
Macpherson Street	94.3	90.7 ↓	89.5 ↓	93.9 ↑
Old South Head Road	92.0	88.8 ↓	89.8 ↑	91.7 ↑
Waverley (average)	89.4	89.7 ↑	90.8 ↑	91.4 ↑

Summary of Commercial Centres

Industry mix

Top 3 Industries

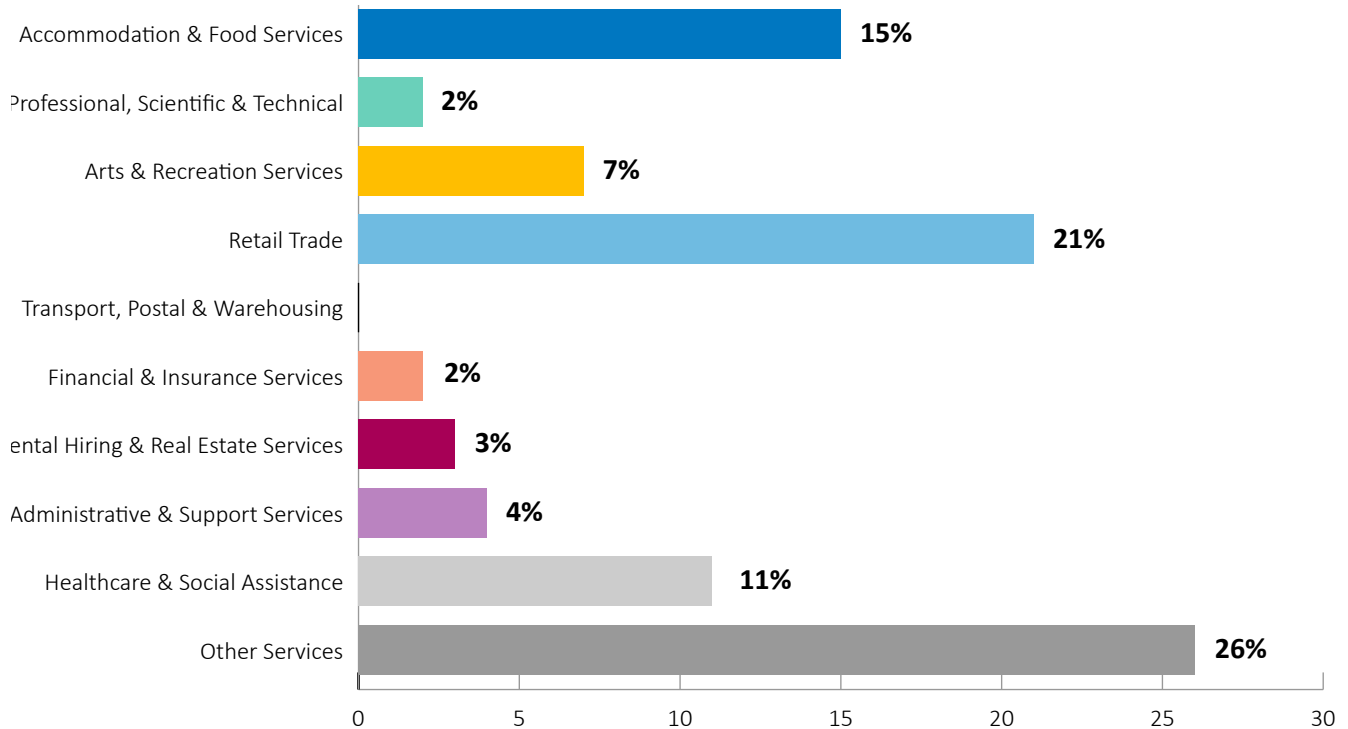
- 1. Accommodation and Food Services (29%)
- 2. Retail Trade (24%)
- 3. Other Services (22%)



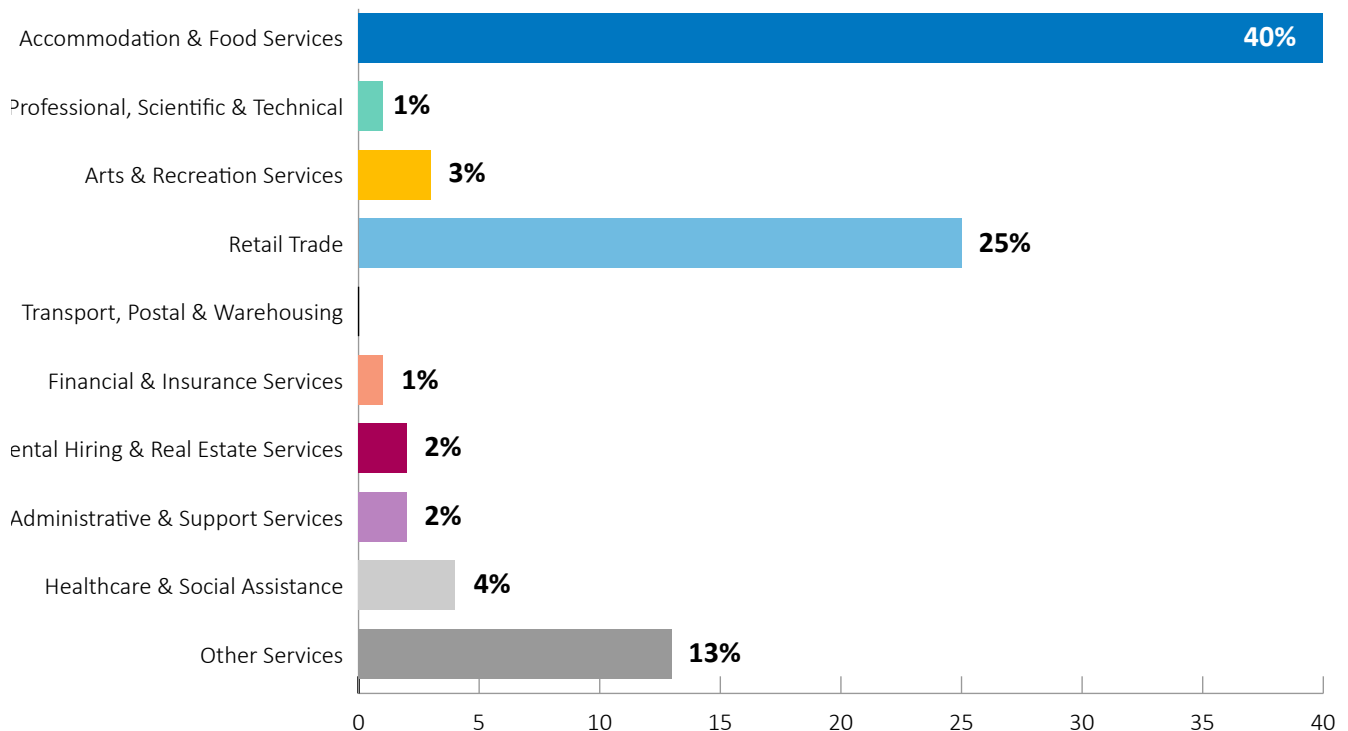
Accommodation & Food Services	29%	Financial & Insurance Services	1%
Professional, Scientific & Technical	3%	Rental Hiring & Real Estate Services	2%
Arts & Recreation Services	5%	Administrative & Support Services	3%
Retail Trade	24%	Healthcare & Social Assistance	10%
Transport, Postal & Warehousing	1%	Other Services	22%

Tenancy mix

Bondi Junction

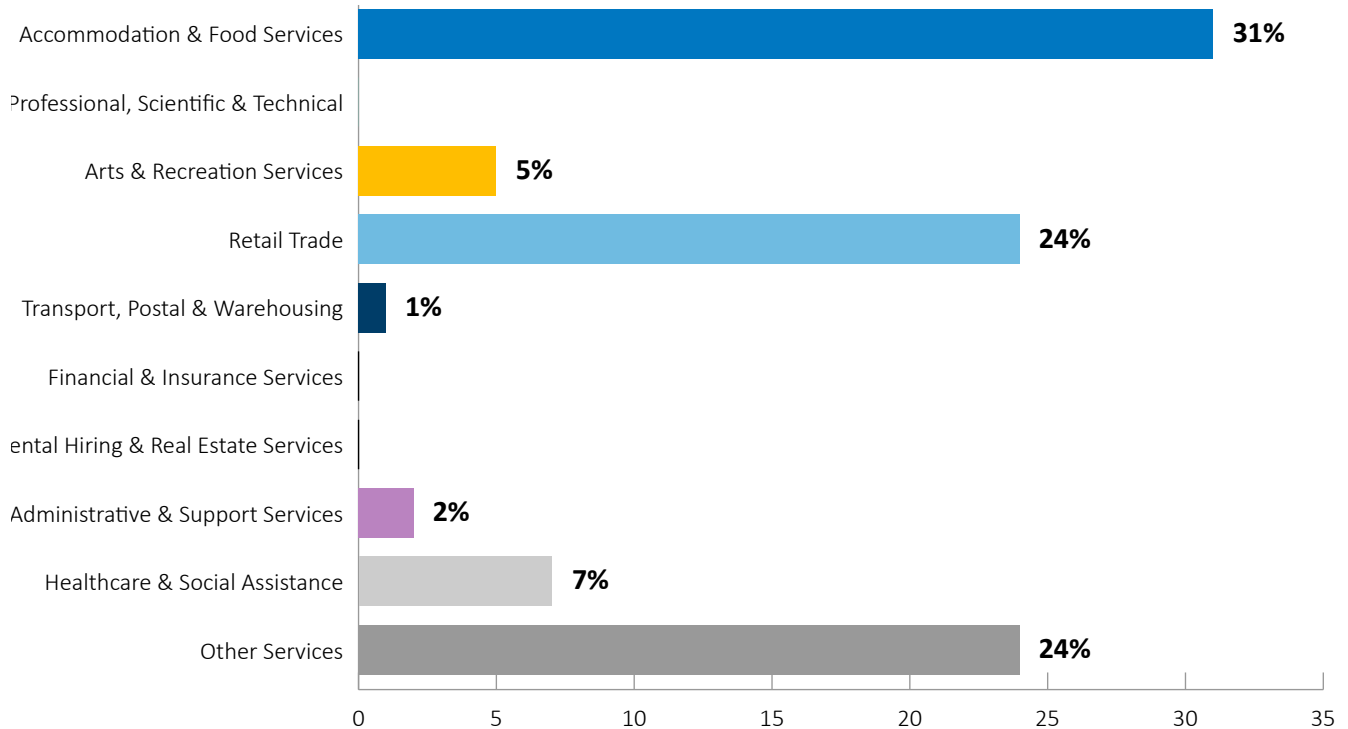


Bondi Beach

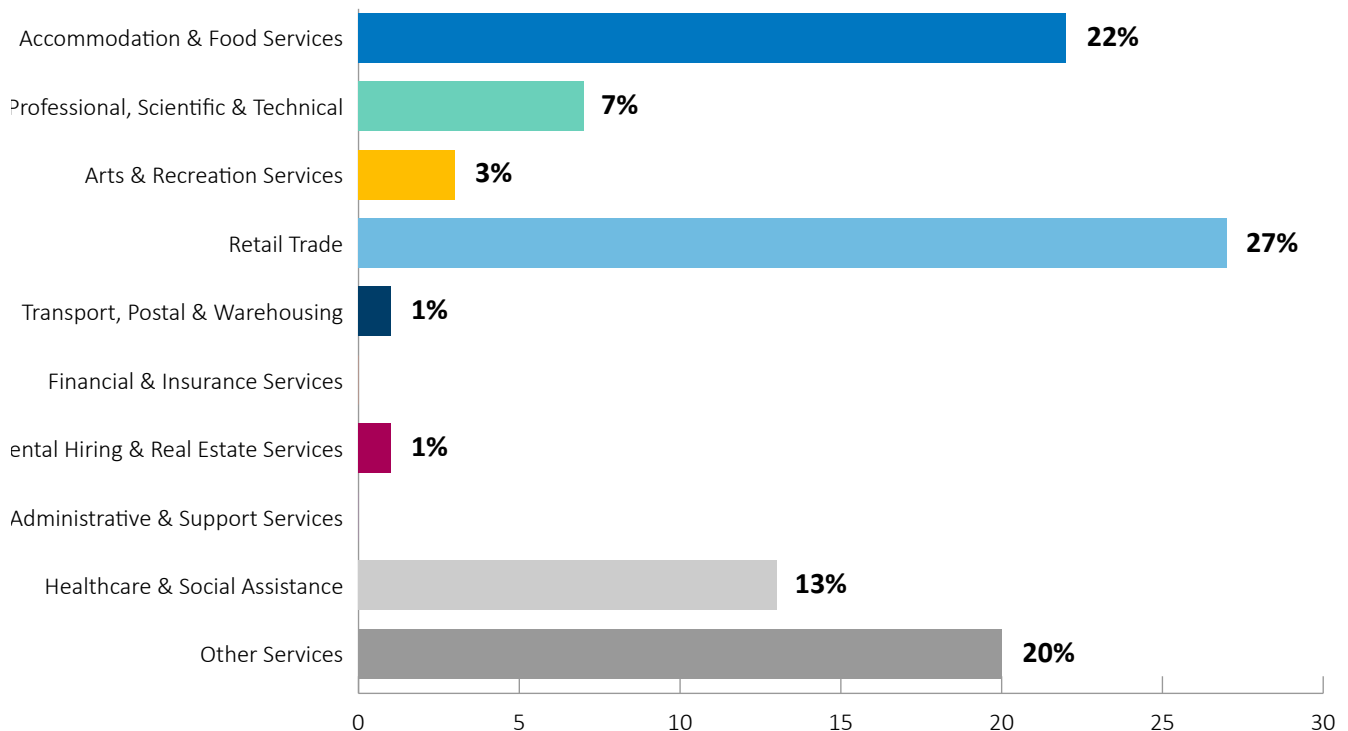


Tenancy mix

Bondi Road

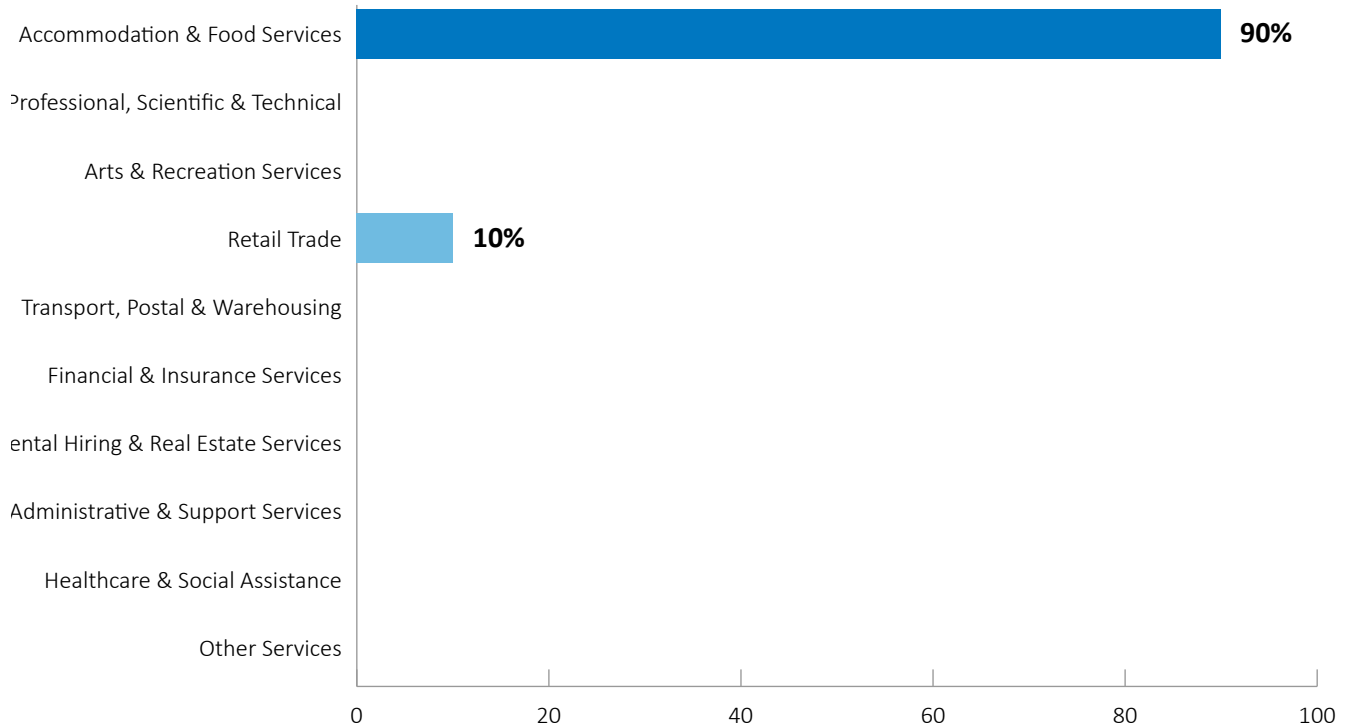


Charing Cross

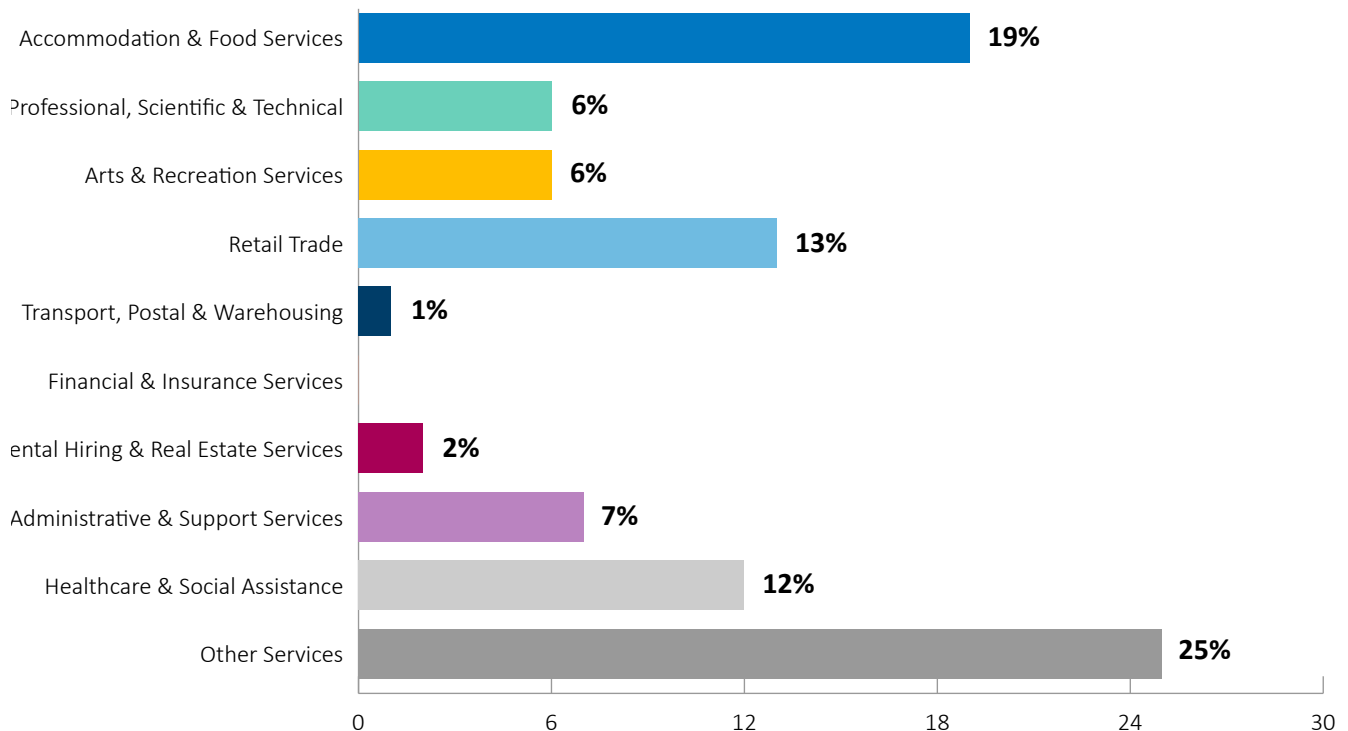


Tenancy mix

Bronte Beach

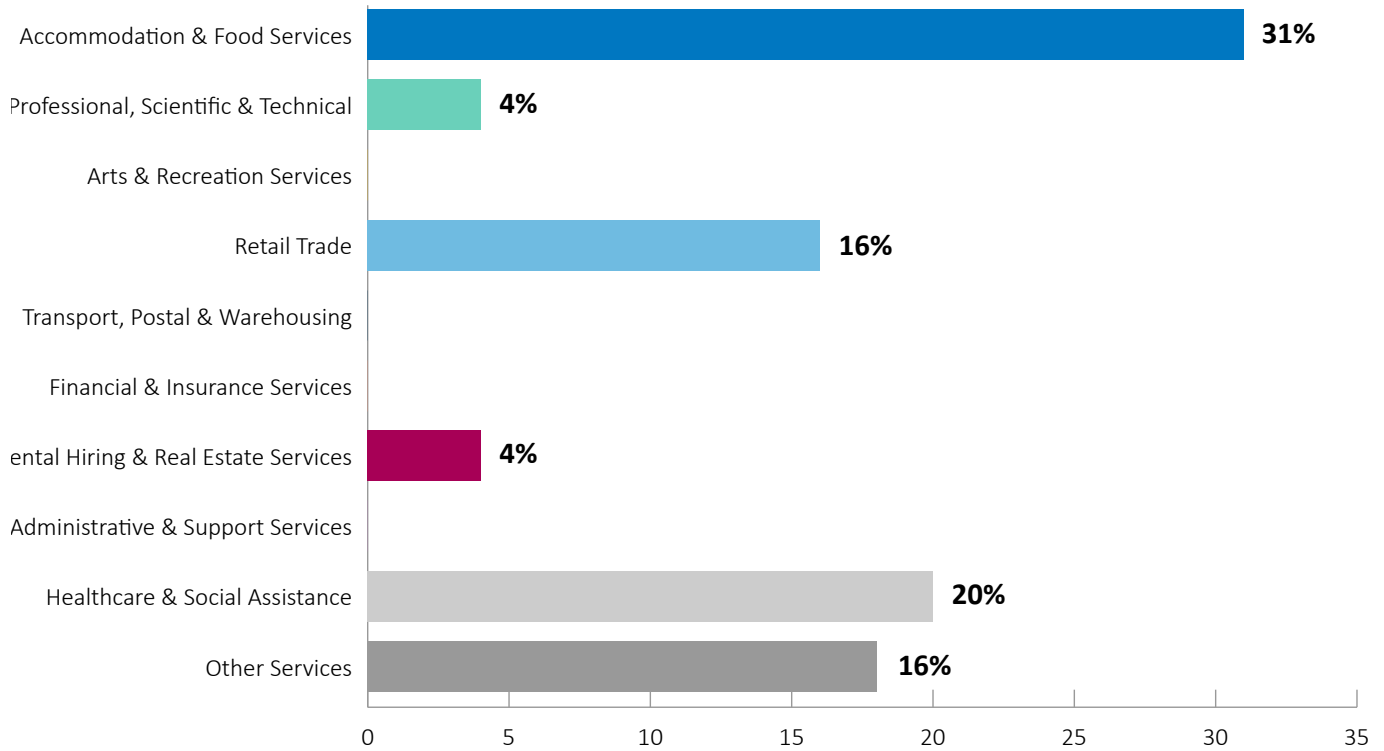


Rose Bay

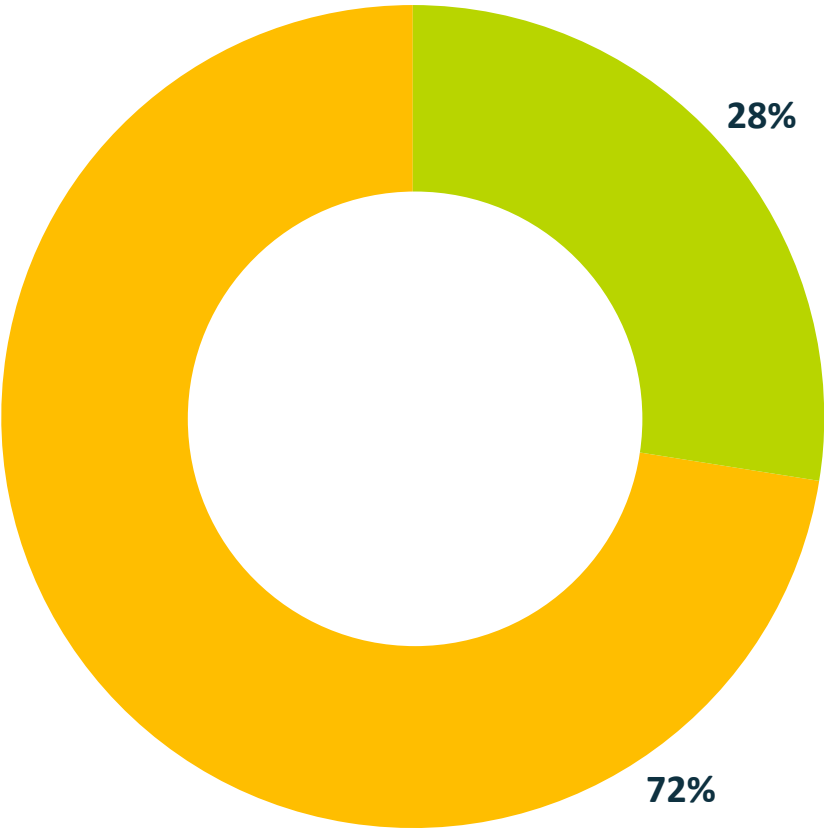


Tenancy mix

Macpherson Street



Performance: Progress Summary

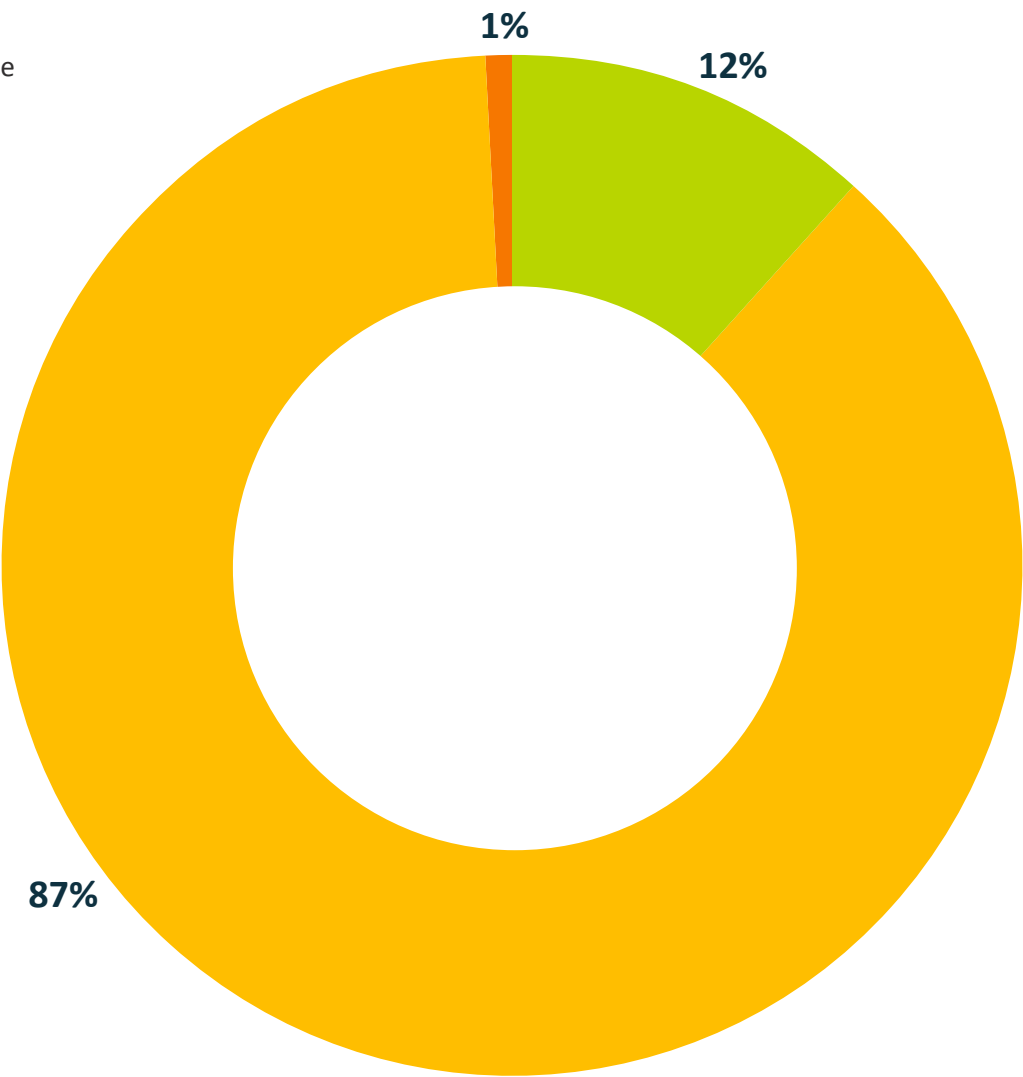


Completed	28%
In Progress	72%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—

Overall Performance

Progress summary of all three themes:

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



<div></div>	Completed	12%
<div></div>	In Progress	87%
<div></div>	In Progress – impacted by unforeseen conditions	1%
<div></div>	Delayed	—
<div></div>	Delayed – impacted by unforeseen conditions	—

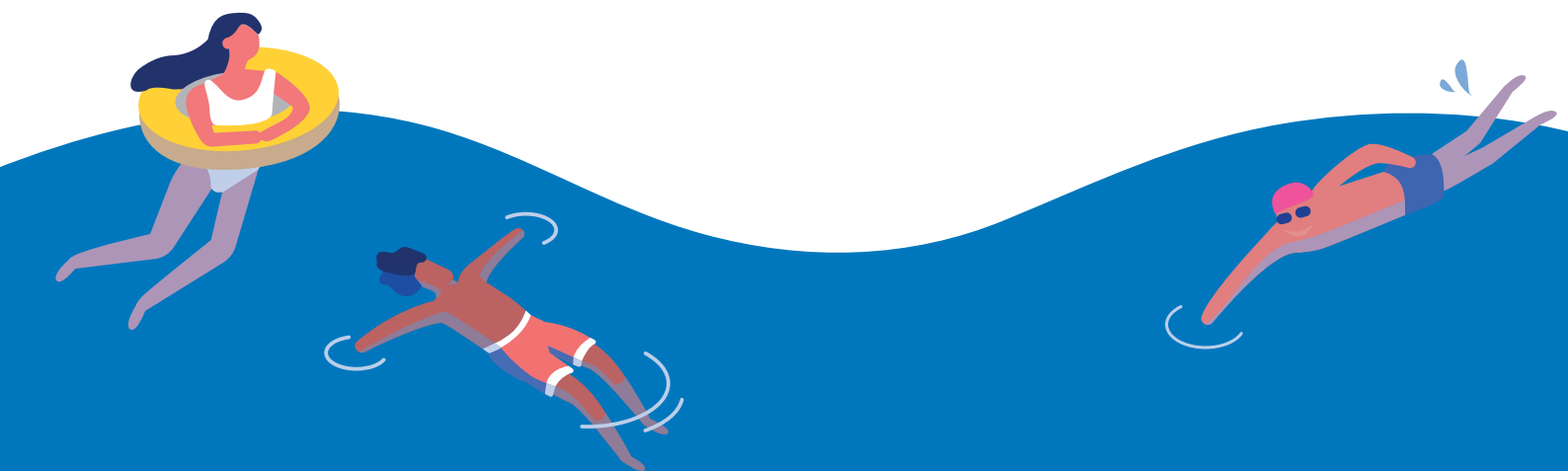
Part 2

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
<div><div></div><div>Completed</div></div>	End to end delivery of the activity is completed
<div><div></div><div>In Progress</div></div>	Implementation of the activity has commenced
<div><div></div><div>In Progress – impacted by unforeseen conditions</div></div>	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
<div><div></div><div>Delayed</div></div>	Activity is placed on hold or deferred to commence at a later stage due to operational reasons/decisions
<div><div></div><div>Delayed/on hold – impacted by unforeseen conditions</div></div>	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

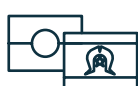


Safe community

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
1.1.1. Create more visibility of and opportunities to share and learn about Aboriginal and Torres Strait Islander Cultures    	Implement the Waverley Reconciliation Action Plan	Progress implementation of actions in the Reconciliation Action Plan		NAIDOC week events were held in July 2024, including the Ruby Hunter tribute concert and NAIDOC in the Park in collaboration with Randwick Council and Centennial Parklands. An Aboriginal Heritage Study has been approved, and a consultant has been selected to undertake the work starting in early 2025. Two Aboriginal trainees continued their work with two Council departments. An art exhibition was held in Waverley Library with the work of Aboriginal students from Waverley College who worked with Council on a National Reconciliation Week project. Seventeen Aboriginal students attended work experience with multiple departments in November








1.2

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community life 	Implement Council's 2022–2026 Disability Inclusion Action Plan (DIAP)	Partner with relevant stakeholders and specialist employment agencies to improve employment pathways in the community for people with disability	▶	Meetings were held with Disability Employment Services regarding workshops. Disability Inclusion Action Plan 2023-24 report was submitted to the NSW Disability Council
	Explore alternative service models to connect people with disability to mainstream services and activities	Update Council's policy to improve access to accommodation options and trial flexible support models for people with disability	▶	Research was completed, and preparation of Council report is in progress
1.2.2. Promote the benefits of Waverley's cultural diversity in support of a strong and cohesive community 	Implement the Waverley Cultural Diversity Strategy 2021– 2031	Continue to deliver the anti- racism campaign to support the Cultural Diversity Strategy 2021– 2031	▶	Planning is underway for Cultural Waves delivery, a social cohesion program for young people aged 14 to 18. Between August and December 2024, eight youth reference group meetings were held, and eleven mentor applications were processed

1.2 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<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>     </p>	Maintain and build partnerships and capacity with local services	Utilise the Mill Hill Precinct to engage the community on community well-being themes, connecting with services to showcase resilience, creativity and best practices		<p>Storytime at Playgroup was held in October 2024 with 43 families (12 new families including grandparents) attending to celebrate Grandparents Day, promote the importance of intergenerational play, family support services and playgroup as a place for developing social support for young families experiencing or vulnerable for social isolation. The Bondi Beach Playgroups were supported in holding a pop-up playgroup for the Boot Factory opening on 2nd November. The pop-up promoted the playgroups to more than 20 families who had not previously engaged or connected with a playgroup for some time. Council co-facilitated quarterly Local Government Multicultural network meetings and participated in the Inner and Eastern Sydney Migrant Interagency. Council held a community art workshop as part of the opening of the Boot Factory with 20 people in attendance</p>



1.3


Foster a caring, well connected and cohesive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.3.1. Deliver programs that foster social connections, reduce isolation and improve community wellbeing 	Create innovative online and face to face opportunities to build connections through activities, grants and space activation	Develop and implement guidelines to support connections through gardening in public spaces	▶	Draft Gardening in Public Spaces Guidelines have been developed. Council held a community art workshop as part of the opening of the Boot Factory and 20 people were in attendance. A Balcony Gardening Workshop and wreath making workshop were organised with 30 and 20 people in attendance. The new 'Repair Café' initiative held two sessions connecting volunteers with skills with people needing assistance to fix items and reduce waste/ landfill
		Organise an annual volunteering fair to celebrate Waverley's volunteering efforts and promote the benefits	●	Waverley Volunteer Expo was held on Saturday, 28 September 2024 at the Bondi Pavilion attracting more than 25 stall holders from various volunteer groups across the community. This activity showcased the opportunity to volunteer for residents by promoting the benefits of volunteering



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> 	Actively engage and integrate the voices of young people in planning and design	Develop a Children and Young People Engagement Plan and deliver the 2nd Annual Youth Summit	▶	<p>The Waverley Youth Summit was held on 15 November with 33 primary and secondary students from eight local schools to discuss their perspectives and priorities for the Waverley Community Strategic Plan and preferred engagement with Council. A preliminary/ summary report and the raw data gathered during the summit workshop were drafted and shared with relevant internal staff. Planning for an engagement strategy has commenced. Planning for Youth Week 2025 commenced with two meetings with interested individuals and bands aged between 13- 21. Participants were assisted to plan out a strategy to promote the band night at the Pavilion scheduled for April 2025</p>





1.5


Promote and encourage art, culture and creative expression and participation

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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 	Implement the Waverley Arts and Culture Plan 2021–2026	Devise and deliver an Arts and Culture Marketing and Communications Strategy to promote and showcase local artists and talents	▶	Bus shelter posters and advertising were strategically placed in bus and train locations to maximise local reach. Bondi Pavilion Artistic Program 2025 season brochure was prepared and launched in December 2024. Strategic use of media partnerships with Timeout Sydney and Arts Hub to promote artistic program elements and drive increased audience reach. Profiles of Local Creative Collaborations local artists were promoted through Council-owned digital and print media and artist's channels. Bondi Beach brand promotion to leverage and promote activity to new audiences were developed
		Leverage arts, culture and events annual program to secure new cultural and community sector partnerships	▶	Council continue to support, maintain and strengthen partnerships with Sculpture by the Sea, Head On Photography Festival, Sydney Gay & Lesbian Mardi Gras, Ocean Lovers Foundation and various local synagogues


1.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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 	Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met	Continue to optimise utilisation of Bondi Pavilion to balance competing demands of community, cultural and commercial activities	▶	Awareness and utilisation of Bondi Pavilion continued to grow with regular community hirers, large scale annual events, Council-supported programs and a range of casual hirers utilising the venue for health and fitness sessions, private functions, meetings, conferences, theatre and music performances, talks, workshops, corporate events and festivals. The annual Expression of Interest process undertaken mid-year resulted in several new and returning regular hirers for 2025. Casual bookings for 2025 opened in August, with an increase in the level of enquiries over the year before. Work also commenced on the scoping and implementation of a new booking venue system, which will create efficiencies for staff and customers when booking and accessing all of Council's community and recreation facilities
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 	Implement a rich and diverse program of cultural activities across a range of creative and performing arts forms	Implement an annual program of existing, new and innovative arts and culture activities	▶	Programs delivered include Bondi Festival 2024, Waverley Art Prize 2024, Festival of the Winds, Sydney Jewish Writers Festival, Carols by the Sea, The Birth and Death of Stars music, Bondi WAVE program and concert, Zoe Foster Blake's author talk, Michael Klim's author talk, New Year's Eve at Dudley Page and- Boot Factory Big Opening Bash weekend
		Identify and secure sponsorship opportunities for ongoing events	▶	Summer Sounds programming sponsorship is in progress with further discussions underway with multiple entities

1.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.5.3. Develop strong partnerships to facilitate growth for our cultural and creative sector 	Grow community and event capacity to expand cultural and creative sector profile and impact	Establish partnerships with local businesses, organisations and individuals to enhance programs, including the Bondi Festival and Boot Factory	▶	<p>Gould Street Party included extensive local business liaison, walk-throughs, site visits, drop in information sessions, online information portals, opportunities to activate and mechanism for providing feedback to Council for future improvements were completed.</p> <p>Light Up Waverley festive decorations engagement program, including Best Business decorations were undertaken.</p> <p>Boot Factory Big Opening Bash weekend was organised in collaboration with Regen Sydney, Gujaga Foundation, The Clothing Exchange and La Perouse Local Aboriginal Land Council</p>


1.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.5.4. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction 	Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion	Continue to deliver a range of creative library programs to suit the needs of the community	▶	<p>The Library organised 670 programs that engaged 14,800 members of the community. Highlights included John Zubrincki's Author Talk as part of History Week (83 attendees), Elana Benjamin's Author Talk, In Conversation with Indira Naidoo on Indian-Jewish Food (71 attendees) and the Library's 60th birthday celebration (300 attendees). The Children's Library team continued to hold regular Story Times (including a popular Russian bilingual session), Rhyme Times and school holiday activities, as well as introducing new children's 'Tech Tuesday' and 'Crafternoon' programs, and two very popular 'Pride Youth' pop-up activities during HSC study times. Technology programming included one-on-one Tech Help sessions, VR activities, a tech seminar series targeting scam awareness, and tech development. The digitisation station continued to be popular with new recording devices added to the service. Other Library sessions included collage making, Green Thumb, Bad Movie Club, HSC talks, and craft workshops (e.g. jewellery making). A large chess set was also made available to customers in the main foyer during the weekend and holidays</p>
	Develop and implement a staff training plan to enhance customer service at the Library	Continue to develop the staff training plan with updated policies and procedures to maintain the delivery of excellent and consistent customer service	▶	<p>Staff completed training across a range of areas, including Future Leaders Program (3 staff), Trove NLA (3 staff), NSW Public Libraries Association conference (1 staff), Libero conference (3 staff), Gale databases (2 staff), first aid (1 staff), resume writing and job searching skills (1 staff), Council's Bullying and Harassment (32 staff), R U OK? (31 staff) and Disability Awareness (16 staff) training</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 targeted grants programs and networking events</p>	<p>▶</p>	<p>The ESYSN met in November 2024 to learn about advocacy and assistance for international students and other young people experiencing financial hardship, discrimination and marginalisation within the health, welfare and social support systems from the Welfare Rights Centre and the International Student Legal Service. A new service pathway assisting people aged above 16 years, including men who are victims of domestic and family violence was discussed, with a focus on early intervention for young people.</p> <p>Development of a business education program for school students commenced in October 2024.</p> <p>Sector Support initiatives were delivered to support aged care services and information sessions on navigating aged care were held to support community members. A biannual report was submitted to the Department of Health against the annual work plan. Eastern Sydney Aged and Disability Network was convened in partnership with Randwick and Sydney City Councils</p>

1.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.6.2. Deliver high-quality, affordable services that support community connection and promote independence, health and wellbeing 	Develop a Children and Family Services Strategy and continue to deliver high quality early education services	Continue advocacy on early childhood provision and cost of care to deliver high quality, innovative and accessible early education and care services for children 0-5 and their families	▶	Council continued to participate in and support of peak bodies' efforts to advocate for funding and improvements in early education and care. In December, 220 families responded to the early education and care survey that informed the strategy for service assessment and development. The word map's top three descriptions of family experiences in the survey included Caring, Community, and Professional. Utilisation across Early Education Centres and Family Day Care Centres increased to 97.6%. Intergenerational partnership with the George Institute for Global Health was initiated to advance research on the benefits of older people engaging in activities with preschoolers
	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families			
	Deliver high quality social and recreational programs that supports ageing in place in line with new legislation and funding requirements	Deliver innovative partnership activities and complete programming at the newly refurbished Mill Hill Centre and other venues to meet community expectations and funding requirements	▶	Mill Hill 60+ program was relocated to the Mill Hill Hall in November 2024. The Mill Hill launch event was held with more than 80 attendees. Work is continuing to re-establish a program of activities that includes new social activities, tech help and death cafes. 5,030 people attended 495 sessions delivered from July to December 2024. The Funding Agreement compliance and Wellness and Reablement reports were submitted



1.7

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

OUR STRATEGIES

1.7.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness



FOUR YEAR ACTIONS

Deliver targeted support through social and affordable housing programs and work with internal and external partners to extend provision

Continue partnership with Eastern Suburbs Homeless Assertive Outreach Collaborative to address street homelessness

Explore new approaches including partnerships to increase provision of affordable housing

ANNUAL ACTIVITY

Implement the Affordable Housing Policy to improve access for vulnerable people in the community

Coordinate the Annual Street Count and support for homeless people with complex needs

Work with neighbouring council/s, community housing providers and other stakeholders to investigate options for the delivery of affordable housing

STATUS











PROGRESS COMMENTS

Council's Affordable Housing Program provides 24 units for low to moderate income households. Implementation of the revised Affordable Housing Tenancy Policy has commenced. The Policy improves access for vulnerable people through rent reductions

Preparation of the 2025 Annual Street Count is in progress. Monthly ESHAC meetings were held

Meetings were held with community health providers. Councillor briefing for Affordable Housing Delivery options is scheduled for February 2025

1.7 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.7.2. Advocate for increased diversity of housing stock that is affordable and accessible 	Implement planning controls that increase diversity of housing	Implement No Net Loss of Dwelling Density Planning Proposal		At its meeting in February 2025, Council resolved not to proceed with the planning proposal to limit the reduction of residential density in R3 and R4 zoned land. A further report will be presented to Council in June 2025 outlining amendments to the Waverley DCP that considers various matters, including mixture of apartment types to provide housing choice.
		Work with the Department of Planning, Housing and Infrastructure and proponents for proposals to increase the diversity of housing which is affordable and accessible		Submissions on NSW Housing Reforms were made to the Department of Planning, Housing and Infrastructure as required
1.7.3. Grow the provision of social and affordable housing 	Implement Planning Agreement Policy 2014 to contribute to Waverley Affordable Housing Fund	Assess planning proposals in line with the Planning Agreement Policy 2014		Voluntary Planning Agreements were assessed and reported to Council as required
		Advocate with Department of Planning and Environment (DPE) to improve affordable housing		Affordable Housing Contributions Scheme Planning Proposal amendment in planned for Q3
1.7.4. Manage housing supply, choice and affordability with access to jobs, services and public transport 	Ensure strategic plans manage and protect/retain adequate housing supply/density close to jobs, services and public transport	Work with the Department of Planning, Housing and Infrastructure and proponents on proposals to increase housing supply, choice and affordability that align with Council's strategic plans		Regular quarterly meetings were held with the Department of Planning, Housing and Infrastructure



1.8

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

OUR STRATEGIES

1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues



FOUR YEAR ACTIONS

Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour

ANNUAL ACTIVITY

Collaborate with key services and networks to support community health and wellbeing, child safety and resilience initiatives

STATUS



PROGRESS COMMENTS

A parenting seminar held on 22 October 2024 in partnership with WAYS Youth & Family delivered practical information about adolescent development and strategies for effective communication and behaviour management. The session was attended by 29 parents who indicated 93- 100% satisfaction with having learned relevant information to assist their parenting of teenage children.

Allies Against Violence was held for the 16 Days of Activism for the Elimination of Violence Against Women observance on 5 December 2024. The event was a collaboration between Randwick Council and the Eastern Suburbs DV Network, and 110 people attended. Death literacy initiatives were held in partnership with NSW Health, and Palliative Care Australia- including a Dying to Know Day and an End of Life Expo in November 2024.

A dog training workshop was held for dog owners to encourage responsible and safe pet ownership.

Partner with NSW Police and increase late night joint trading operations to patrol and target anti-social behaviour and noise related issues






Two late night trader activities were organised in October and November 2024

Undertake daily and weekend patrols to improve safety at Bondi, Bronte and seasonally at Tamarama beaches






Regular daily and weekend patrols were undertaken to improve safety at beaches. Active festival season patrols were completed. Joint patrols with NSW Police were conducted on Xmas day, and Boxing Day at beaches and parks



1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues 	Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour	Implement endorsed community safety programs during peak visitor periods in partnership with relevant emergency service stakeholders		Implementation of the annual Summer Safe Program 2024-25 commenced. The program includes ranger patrols, extended lifeguard services on public holidays, a dedicated user-pays NSW Police deployment for Waverley's coastal reserves and beaches, and additional public place waste and cleansing services. In consultation with NSW Police, measures to improve crowd management such as additional open space and public place cleansing, traffic and crowd management services were implemented at Bronte Park on Christmas Day were implemented. Key learnings from Christmas Day at Bronte resulted in additional changes on Australia Day, including enhanced staffing and external event waste management support
		Undertake inspections to regulate food handling, health, excessive noise and other related issues		162 food safety inspections were completed. Council is on track to meet the NSW Food Authority partnership agreement terms. The Sushi food safety project has been nominated for the NSW Food Authority Champion award. This project has been selected for the NSW Annual Food conference presentation. The investigation of noise complaints has resulted in issuing of two noise abatement directions and five prevention notices

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.8.1. Partner with key stakeholders to create awareness, prevent, and respond to anti-social behaviour issues 	Prepare and implement proactive health and safety strategies to improve community safety, health and address anti-social behaviour	Partner with the Liquor Licensing Authority to investigate noise from liquor- licensed premises where this impacts residents		Changes in legislation has resulted in transfer of responsibility to the Department of Liquor and Gaming. Council's role is confined to regulatory authority for non-entertainment related noise issues
		Undertake daily patrols to ensure compliance with the Companion Animals Act 1998		Daily patrols were undertaken in on-leash areas with extra patrols conducted in second quarter. In Q1, there were 73 animal related complaints with 17 dog attack reports, 28 reports of dogs barking, six defecating, five dogs in prohibited areas, and 20 unleashed dogs. In Q2, Council received 78 animal related complaints with 19 dog attack reports, 26 reports of dogs barking, nine defecating, eight dogs in prohibited areas, and 16 unleashed dogs

1.8 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.8.2. Strengthen community and Council capacity to prevent, prepare and respond to shocks and stresses 	Develop Resilience and Adaptation Strategy to strengthen community capacity to respond to future crisis and disaster situations	Prepare and implement the Climate Resilience and Adaptation Plan	▶	Preparation of Climate Resilience and Adaptation Plan is in progress. This will be integrated into the Environmental Action Plan that is being prepared for adoption in June 2025
		Enhance community resilience through the Second Nature program and promotion of regional resilience activities	▶	Council officers have participated in the development of the new Resilient Sydney Strategy, supported the development of a social and ecological resilience community portrait by Regen Waverley, Council's Thinker in Residence and consulted widely on environmental values and behaviours to inform the next Environmental Action Plan
1.8.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal safety risk management 	Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group	Deliver beach safety management services and education programs	▶	Float to Survive beach/water safety educational program continued throughout the summer season in 2024-25. From early December, Council posted social media posts updating our community on surf conditions each weekend. These posts will continue through February. VMS board was placed at Bronte Beach during busy summer period advising patrol hours. Six water safety education programs completed during the reporting period
		Participate in regular meetings with external stakeholders on coastal safety management issues	▶	Council participated in five coastal safety group meetings held during the reporting period



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

2.1.1. Increase uptake of renewable energy and improve energy efficiency of buildings and infrastructure



FOUR YEAR ACTIONS

Implement initiatives that increase uptake of green energy, and improve environmental performance

ANNUAL ACTIVITY

Deliver Building Futures and residential dwelling program

Deliver a program to enable the community to purchase 100% renewable electricity

STATUS



PROGRESS COMMENTS

Building Futures program commenced in July 2024 with 10 apartment buildings engaged. Program is scheduled for completion in June 2025

Council is collaborating with other Councils on the Renewables for Sydney project to enable residents and businesses a pathway to purchase 100% renewable electricity



2.2

Rapidly reduce Council's greenhouse gas emissions

OUR STRATEGIES

2.2.1. Increase Council's energy efficiency, uptake of renewable energy and reduce carbon



FOUR YEAR ACTIONS

Demonstrate leadership in green energy generation, consumption and energy saving programs

ANNUAL ACTIVITY

Continue to convert Council's fleet to electric

Purchase 100% renewable electricity in the Council electricity contract and install solar on Council assets

Implement the Zero Emissions and Efficiency Action Plan to reduce electricity consumption and remove gas appliances

STATUS



PROGRESS COMMENTS

The electric charger infrastructure at Eastgate is being installed in preparation for the purchase of additional electric vehicles

Council purchases 100% renewable electricity through Zen Energy. Council installed 16KW of solar on the Mill Hill Centre roof, which was completed in late 2024

Implementation of the Zero Emissions and Efficiency Action Plan is in progress



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	Undertake consultation and engagement with the community on identified climate risks and stresses		Consultation is integrated into the Environmental Action Plan consultation
		Progress the Coastal Management Program		Council is currently in the procurement stage to progress the Coastal Management Program process



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
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 	Deliver the Biodiversity Action Plan- Remnant Sites	Engage bush regeneration contractors to implement the Biodiversity Action Plan – Remnant sites		Bush regeneration contractors are engaged and implementing the action plan
2.4.2. Protect the threatened species plan Acacia terminalis (subs Eastern suburbs) and Eastern Suburbs Banksia Scrub Endangered Ecological Community 	Deliver Thomas Hogan, Bronte and Tamarama Ecological Restoration Action Plan	Undertake restoration at Loombah Cliffs and York Road to protect and improve threatened plant species and communities		Bush regeneration and restoration is being undertaken at Bronte and Tamarama
2.4.3. Improve biodiversity across the Waverley LGA 	Improve native habitat in habitat corridors and adjacent to remnant areas	Deliver the Living Connections program		Living Connections program is being delivered and promoted, with 489 gardens currently participating
		Continue to implement the restoration of Bronte Gully, Tamarama Gully and Thomas Hogan Reserve		Bush regeneration and restoration is being undertaken at Bronte and Tamarama
2.4.4. Increase the quantity of trees and plants in public and private spaces, parks and streets to achieve Waverley's canopy targets 	Prepare and implement Tree Canopy Strategy	Deliver Curlewis Street and Charing Cross precinct upgrades to increase street tree numbers and soft landscaping areas		Curlewis Street, between Campbell Parade and Glenayr Avenue upgrade delivered a net increase of 29 new street trees and approximately 750m ² of new soft landscaping areas. Charing Cross civil and landscape construction works will commence early February 2025
		Continue to implement annual tree planting program in public spaces and streetscapes		221 trees were planted in Q1 and 143 trees in Q2



2.5

Conserve water use and improve water quality

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture 	Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects	Maintain and enhance recycled water use at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park	▶	Recycled water systems are operational at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park
2.5.2. Improve water efficiency of new and existing buildings 	Engage the community to promote water savings devices and practices	Promote efficient water practices to existing residential dwellings	▶	Water efficient practices are promoted on Council website and through Council's development approval process
2.5.3. Reduce or minimise the pollutants entering into waterways 	Maintain and increase the number of raingardens, gross pollutant traps and stormwater quality improvement devices to reduce pollutants at beaches	Construct new stormwater quality improvement devices in the Curlewis Street and Charing Cross streetscape upgrade	▶	Curlewis Street, between Campbell Parade and Glenayr Avenue upgrade delivered approximately 100m of new stormwater drainage network, new storage cells allowing infiltration to the soil underneath, a new permeable bike path, and a new raingarden area near Gould Street
		Engage the community and the construction sector to reduce water pollution	▶	An additional GPT was installed at South Bondi in 2024. Maintenance of other GPTs and raingardens has been undertaken.



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
2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues 	Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies	Implement the Community Engagement Policy and Strategy to increase community engagement, awareness and participation in the planning process	▶	The majority of the actions in the policy and strategy are completed or in progress. Application of the strategy is an ongoing exercise integrated to community engagement on plans, policies, strategies and projects
		Investigate and identify community issues from the Living in Waverley survey and follow up priorities	▶	The findings from the Living in Waverley survey highlighted a need for more educational resources from Council to clarify the planning system. This knowledge will inform the development of more comprehensive and detailed resources that build upon existing materials, including the Frequently Asked Questions, three Planning videos, and template currently available on Council's website. Council is currently working on a brochure that will explain the recent reforms introduced by the State Government
		Undertake community education on planning system relevant to Waverley LGA	▶	To improve and refine planning related educational materials, Council incorporated community feedback from the Living in Waverley survey. In response, Council is currently producing animations that cover topics such as Planning Proposals, Voluntary Planning Agreements, and the characterises of a good Development Application. Enhancements to Council's website is in progress to better explain the role of Principal Certifying Authorities



2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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 	Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)	Assess all applications against relevant provisions of the LEP and DCP and other relevant legislation		All applications were assessed against statutory and nonstatutory planning instruments
	Provide timely determinations of applications for development	Implement assessment procedures that deliver high quality outcomes and efficient determination		Continuous improvement review and implementation is in place to improve high quality outcomes and efficient determination






2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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  	Ensure development meets the requirements of the development consent and relevant legislation where Council is appointed as the certifier	Assess construction certificate applications in compliance with legislative and development condition requirements	▶	In Q1, 25 building certification applications were received and in Q2, 31 applications were received. Of the total applications received, 24 applications were approved, four were cancelled, 18 deferred, three were withdrawn, and seven are under assessment
	Provide efficient and professional pool certification	Undertake swimming pool inspections in compliance with <i>Swimming Pool Act 1992</i> and <i>Regulation 2018</i>	▶	77 high-risk pools have been followed up for compliance with the Swimming Pool Act and Regulations. One direction notice was issued
	Ensure new buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	▶	In Q1, 30 DA fire safety referrals were received, 28 were completed, and two are in progress. In Q2, 35 fire safety referrals were received, and 34 were completed and one is in progress
		Undertake fire safety inspections where fire safety compliance issues are reported to Council	▶	Council received five fire safety complaints in Q1 and four in Q2. All complaints were investigated and follow up on four complaints are in progress
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Undertake building site inspections in accordance with a proactive inspections and patrol plan	▶	During the reporting period, 25 building site inspections were completed and actions to non-compliance were acted upon
		Undertake compliance actions for illegal building works notified to Council	▶	In Q1, 171 illegal building complaints were received, one was asbestos related, 34 about the condition of the existing building, 23 were complaints about construction hours of operations, 13 illegal use and 85 about illegal work. In Q2, 197 illegal building complaints were received, four were asbestos related, 35 about the condition of existing building, 34 were complaints about construction hours of operations, 24 illegal use and 89 about illegal work. A total of 297 cases were finalised, and the remainder is under investigation








2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.6.4. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant 	Explore ways to incentivise commercial floorspace in Bondi Junction	Investigate the implementation of minimum non-residential Floor Space Ratio across all of Waverley's centres		Amendment of Planning Proposal to protect loss of commercial floorspace is in progress in alignment with clause 6.12 of Waverley Local Environment Plan

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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 	Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036	Undertake streetscape design of North Bondi Terminus		Consultation process for concepts was complete, and work is continuing. Procurement to commence for traffic assessment
		Continue delivery of Curlew Street and Charing Cross precinct upgrades		Curlew Street between Campbell Parade and Glenayr Avenue upgrade was complete. Charing Cross undergrounding is underway with switchover to new underground power in March 2025
	Improve the quality of streetscapes through Health Street Assessment indicator integration to relevant capital works projects	Use the Healthy Streets tool to assess and communicate the benefits of proposed and completed streetscape projects		The Healthy Streets Tool is being used on multiple design projects
	Ensure street infrastructure is comprehensively equipped to support decorative and program-led activation	Enhance place management and activation outcomes through Voluntary Planning Agreements, Development Application requirements and art and culture programs		Current development-related public art work projects include 96-104 Ebley Street, The Centennial, Bronte Surf Life Saving Club and the Waverley Gateway signage project
		Deliver an annual program of public art as outlined in the Public Art Masterplan		Current projects on sites stipulated in the Public Art Masterplan, include Bondi Pavilion Buriburi Whale Dreaming and Mermaid Project Additional projects in scoping include Bondi Junction Tragedy Memorial public artwork and October 7 Memorial public artwork

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.6.6. Celebrate the heritage and character of our centres and heritage sites, and protect and enhance their character 	Implement Heritage and Social Impact Assessment recommendations	Review Development Applications in line with Heritage and Social Assessment guidelines		Heritage Panel is adopted for DA Referrals
	Revise the Aboriginal Heritage study and prepare Management plans for all registered sites	Prepare an Aboriginal Heritage Study		Resources are allocated to prepare an Aboriginal Heritage Study
	Review heritage and character controls in strategic plans	Implement the Heritage Planning Proposal		Awaiting Department of Planning, Housing and Infrastructure Gateway
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Commence Quinn Road Memorialisation Wall Project construction to provide additional high quality ash internment sites		An integrated Development Application will be lodged to seek necessary approval since Heritage Office did not support site specific heritage exemption
2.6.7. Promote opportunities for residents to increase the sense of wellbeing in high density environments 	Provide a range of Arts, Culture and Events programs to promote local participation, engagement and exchange	Promote opportunities for local artists through the local creative collaborations program and street performance policy		Four local artists were engaged in Local Creative Collaborations in reporting period for creative development opportunities and public program presentation. Fifteen licences were issued for street performances during the reporting period



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

2.7.1. Provide safe, accessible and diverse spaces and facilities for different users


FOUR YEAR ACTIONS

Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles

Maximise the use and access to public open recreation spaces and sports fields

Deliver accessible community facilities and venues that cater for the diverse needs of the community

ANNUAL ACTIVITY

Continue to deliver a range of safe and accessible recreation programs to promote active and healthy lifestyles

Continue to optimise the utilisation of community venues, sports fields and recreation facilities to balance competing demands of community, organised and commercial activities

STATUS



PROGRESS COMMENTS

186 Active Seniors classes were organised with 2,764 attendees. Twenty-two school holiday programs were organised with 292 attendees

Organised sporting groups continued to maximise the use of allocated sports fields in line with their licence agreements. Daily swap-overs of multi-purpose courts optimised utilisation across three sports (basketball, tennis, netball) by various community sporting groups. Council continued to provide a range of Active Seniors and school holiday programs to meet varying community interests, including the addition of Pickleball sessions for seniors

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 stage 3 of Waverley Park Playground and upgrade St Thomas Mitchell Street, Scott Street Reserve playgrounds and Gilgandra Reserve playground









Gilgandra Reserve Playground is complete. Scott Street Reserve and Sir Thomas Mitchell designs are completed. Procurement is underway. Waverley Stage 3 has been deferred to 2025-26

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
2.8.1. Deliver an innovative and integrated mass transport solution, as well as separated bike paths for the centre, with improved transport efficiency    	Prepare and implement a new Bike Plan and a new Walking Plan	Complete the next iteration of the Bike Plan and new Walking Plan	▶	Preparation of the Bike Plan and new Walking Plan is in progress with draft plans scheduled to be presented to Council in Q4
	Implement cycling infrastructure, bike paths and pedestrian safety projects	Deliver cycling infrastructure and improved pedestrian safety as part of the Charing Cross and Curlewis Streetscape Upgrade	▶	Curlewis Street, between Campbell Parade and Glenayr Avenue upgrade activated approximately 400m of new separated two-way bike path
	Develop an integrated transport solution that addresses traffic, parking and considers neighbourhood and place outcomes	Undertake the Local Area Traffic Study in key areas in Waverley to inform the integrated transport solution	▶	Local Area Traffic Study was completed and will be presented to Council in March 2025
2.8.2. Encourage more shared vehicles (cars, bicycles, scooters) and electric vehicle charging    	Facilitate alternatives to private car transport such as improved access to bus and car share vehicles	Review PUDO program and develop ongoing program for improved access to car share and ride share options	▶	Review of PUDO is underway



2.9

Manage traffic, transport and parking in a balanced way

OUR STRATEGIES

2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes



FOUR YEAR ACTIONS

Effective management of Council car parks to optimise revenue and customer experience

Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy

Ensure residential and commercial parking areas are patrolled

ANNUAL ACTIVITY

Evaluate the success of technology implementation in Council car parks

Maintain and monitor parking sensors to ensure entire operation in Bondi Beach, Bronte Cutting, Victoria Street Car Parking and accessible parking spaces for disabled persons in commercial and tourist areas across Waverley LGA

Patrol residential and commercial parking areas in compliance with the residential parking scheme and enforce parking regulations

STATUS



PROGRESS COMMENTS

The system is operating at 98% efficiency in line with the performance standard identified in the contract

Parking meters and sensors are monitored daily. Down time has reduced. In Q1, 138 parking fines were issued and in Q2, 137 fines were issued for disabled parking breaches

Daily patrolling of parking areas and residential parking scheme areas are undertaken seven days a week

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

Finalise the Safe Walking Routes to School project and integration into the walking strategy

Safe Walking Routes to School project is integrated into the Walking Strategy which will be presented to the Council in Q4



2.10

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

OUR STRATEGIES

2.10.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community



FOUR YEAR ACTIONS

Implement the Strategic Asset Management Plan 6

ANNUAL ACTIVITY

Deliver annual actions in the SAMP program and prepare the SAMP 7 Program and strategy on asset maintenance, renewal and operation

STATUS

PROGRESS COMMENTS



Implementation of SAMP6 program is in progress and is on target. Preparation of next suite of SAMP7 Asset Strategy, Plans and 11-year renewal plan is on target for draft plans to be complete by March 2025



Review of Asset Register for buildings has been completed in preparation for SAMP 7.

2.10.2. Implement continuous improvement to achieve advanced maturity in asset management practices



Implement the Asset Management Improvement Plan as noted in SAMP 6

Develop and implement an asset hierarchy to align strategic planning and asset information with financial reporting



Asset Hierarchy was developed and implemented in 2023-24 financial reporting. Asset Hierarchy is utilised to inform SAMP and Infrastructure Renewal program.

Deliver proactive maintenance activities to ensure all Council's building and civil infrastructure assets meet standards



Regular maintenance inspection program of civil infrastructure assets to meet standards is ongoing



Capital Renewal Program for buildings are in progress

Undertake an asset management maturity assessment

Develop and implement an asset hierarchy to align strategic planning and asset information with financial reporting



Asset Management maturity assessment is completed as part of the Asset Management Strategy preparation. Development of Data migration and Asset Management System functional design will be initiated post SAMP7 finalisation

Develop and implement an asset information and data strategy that supports the migration of existing datasets into the Asset Management System



Ongoing in line with ICT modernisation program

2.10 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
<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> <p> </p>	Implement priority actions identified in the Property Strategy 2020–2024	Prepare the next iteration of Waverley Council Property Strategy		The Strategy will be developed with overview and guidance from the newly established Strategic Property Review Committee





2.11

Move towards a sustainable waste community and a circular economy

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill 	Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials	Complete and implement the Waverley Waste Strategy actions to support the uptake of a circular economy	▶	Council undertook research to identify necessary actions to reduce waste and support the circular economy. The Strategy was placed on public consultation, with the community being supportive of most actions. Council officers are currently finalising the consultation report, which will be presented to the Council
		Trial FOGO service in selected locations and continue to monitor waste stream to determine strategies to improve outcomes	▶	FOGO service trial is underway with approximately 2,000 households' food organics and garden organics materials collected weekly. Since the start of the trial, the Waverley community has diverted nearly 60 tonnes of FOGO from landfill. Other waste streams continue to be monitored
		Plan for the introduction of a trial FOGO service in 2024–25, including engagement with the community and Council's waste processors	▶	The project plan for the FOGO trial was implemented successfully, with the delivery of a starter pack to all households in the trial. The project was uploaded in the Have Your Say for community feedback and Council officers delivered 12 engagement sessions across 13 streets as part of the trial
	Continue to implement Recycling and Contamination Improvement Program	Continue to implement recycling and contamination improvement programs for residents and businesses	▶	Council continues to work with residents and building managers to improve the quality of recycling material delivered to our contractors via the kerbside service

2.11 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill 	Provide waste collection points and recovery programs for problem waste items	Continue to partner with the City of Sydney and Woollahra Councils to deliver recycling drop-off events for problem waste items		Council has recycling stations at Waverley Library and Customer Service Centre. Nearly 400 kg of e-waste and 300 kg of batteries were collected since July 24. More than 400 Waverley residents attended the August and November 2024 Recycle It Saturday events dropping off a range of items, including over 3,000 kg of e-waste
		Deliver the Compost Revolution Program		35 compost bins were delivered to residents



2.12

Keep public spaces
clean and litter-free

OUR STRATEGIES

2.12.1. Reduce litter and illegal dumping across Waverley through education and enforcement



FOUR YEAR ACTIONS

Deliver litter and illegal dumping education and enforcement program

ANNUAL ACTIVITY

Continue the waste presentation and compliance program to reduce litter from overflowing bins and incorrectly presented waste

STATUS



PROGRESS COMMENTS

Compliance officers continue to monitor litter and illegal dumping which results in offenders organising private collection of bulky waste. This saves Council time and money on illegal dumping disposal. When possible, officers issue fines to residents and business operators. Council was also the recipient of a grant from the NSW EPA and is currently working with real estate data to target renters to promote Council's booked Clean Up Service for bulky waste

Actively patrol and undertake prompt complaint investigations to enforce and reduce illegal dumping



Camera monitoring/surveillance program for illegal dumping included 10 operational cameras. Footage is being reviewed and 12 fine notices where breaches were identified. Routine patrols of hot spot areas are conducted and a system to capture data/outcomes is implemented. Projects on food businesses has been completed identifying/addressing issues with commercial waste. 244 requests related to domestic bin related issues were investigated

2.12.2. Reliable and efficient public place waste



Deliver optimal public place waste infrastructure and services

Optimise public place bin infrastructure in line with changes to the Waverley streetscape



Public place bin infrastructure is available and regularly serviced across our local business areas, residential streets and coastal areas



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
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  	Implement Community Engagement Policy and Strategy 2021	Engage Precinct committees on strategic issues		<p>Precincts continued to be engaged on strategic issues such as the Community Strategic Plan, the Strategic Asset Management Plan, the Bondi Junction Masterplan, Ruthven Street Improvements, various Planning Matters and more.</p> <p>During the reporting period, 35 Precinct meetings, and two Combined Precincts meeting were held. 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>
		Partner with community groups and other agencies to engage hard to reach groups on decisions impacting the community		Targeted social media is used to reach a diverse range of groups and communications are channelled through Council departments working directly with hard to reach groups in the community
		Organise customer service training for relevant Council staff		Online customer service training has been implemented for all Council staff

3.1 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.1.2. Ensure our engagement practices are accessible and inclusive 	Implement Community Engagement Policy and Strategy 2021	Utilise new dashboard and reporting from the recently implemented telephony system to undertake customer research		Delivered with improvements being implemented as part of future iterations
		Deliver a Have Your Say pop-up at each ward for the community to engage with Council		Have your Say pop-ups were organised in each ward and attended by the members of the community
3.1.3. Continual development of an organisational culture focused on best practice community engagement 	Improve data sources and analytics via Waverley customer/ audience evaluation processes	Leverage communication dashboards to capture audience reach and impact to support evidence-based decision making		Dashboards have been developed to understand engagement performance, and comparative assessment against other council social media efforts. This is now available and actively viewed to help inform engagement strategy



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
3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas 	Provide consistent level of customer experience tailored to suit the location, service and/or interaction	Increase and promote opportunities for self service options on the Waverley website		Council is currently conducting an ongoing Easy As campaign to advertise and promote services which have been digitised for the community. As further services transition to digital solutions, they are advertised under the Easy As banner.
		Explore and implement website improvements to uplift the Council customer journey with a focus on improving ease of accessibility and navigation of services		A full review of content on Council website was completed. This included the review and rewriting of all pages and forms, resulting in consistency of content, simplicity of search functions and accuracy of information. The homepage was updated with quick links and an improved design, enhanced the layout of online forms for better usability, and applied a consistent Waverley-style colour scheme across the site
	Implement Complaints Management Framework and monitor compliance with procedures	Undertake periodic/ quarterly merit reporting against service level agreements to monitor complaints across Council to improve increased transparency, accountability action and resolutions		Quarterly reports on complaints received and finalised within service level agreements are presented to the Audit, Risk and Improvement Committee on a quarterly basis










3.3

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that respond to community needs and organisational capacity 	Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans	Undertake Council's Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities	▶	The six-monthly progress report was prepared and presented to the August ARIC meeting and November Council meeting. The State of the City Report and Annual Report were prepared and presented to the incoming Council at its second meeting. Work commenced on the preparation of the next iteration of Integrated Planning and Reporting documents. Community Engagement commenced and is on track to inform document preparation
	Implement Long Term Financial Plan [LTFP 6 (2022-2033)] and monitor budget on a regular basis	Undertake annual review of LTFP, quarterly budget review and monthly budget performance reports	▶	Quarter 1 budget review was presented to the Council at its meeting in November 2024. Monthly budget reports are presented to and reviewed by the Executive Leadership Team. Preparation of 2025/26 Annual Budget and the next iteration of the Long Term Financial Plan is in progress
	Implement the Workforce Plan 2022–2026	Continue to implement priority actions in the Workforce Plan and prepare a new Workforce Plan	▶	Draft Workforce Strategy has been developed in consultation with Executive Managers and the Executive Leadership Team. A draft program for implementation has been endorsed by the Executive Leadership Team for 2025-26, due to go to Council for endorsement in April 2025

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability 	Embed financial and environment sustainability across the organisation	Undertake financial sustainability review		A council-wide financial sustainability review is in progress
		Deliver the Sustainability Leadership program to deliver environmental sustainability across the organisation		Procurement Policy and Procedures were updated and reviewed. The Events procedures are currently being reviewed. In September 2024, the Executive Leadership Team reviewed and endorsed Senior Management Performance Indicators for inclusion in the Balanced Score Cards for the 2024-25 financial year
	Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community	Assess Contract Management Framework and Policy implementation effectiveness		Two procurement and contract audits to assess compliance, effectiveness of the Framework, Policy and Procedure was completed
	Embed sustainable procurement into our activities consistent with Council's sustainability commitments	Assess integration effectiveness of circular economy principles in our sourcing activities		Review of contracts to determine application of circular economy/sustainability requirements were completed
3.3.3. Deliver and review services to increase value for money 	Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services	Undertake service reviews		Financial sustainability review is in the final stages and is scheduled for Council endorsement in April 2025. A service review of Lifeguard Services has been completed and is planned to be presented to the Executive Leadership Team for endorsement in March



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	Continue to implement priority actions from the Governance Framework and review the Governance Framework		Actions completed include: <ul style="list-style-type: none"> • Developed and rolled out a litigation register • Extensive and ongoing review of privacy and records policies and procedures, including a new Privacy Management Plan and Data Breach Policy, and updated all privacy collection notices on Council's forms • New Councillor and Staff Interaction Policy adopted based on the Office of the Local Government model • Standardised the terms of reference template for advisory committees
		Review Code of Conduct, Code of Meeting Practice and Councillor Expenses and Facilities Policy and Privacy policies and procedures		Privacy Management Plan and Data Breach Policy was adopted and awareness communication plan was implemented. Review of records policy and procedures are in progress. Council made a submission to the Office of the Local Government (OLG) on proposed changes to the Code of Conduct. Code of Conduct will be reviewed based on the new OLG model. Preparation of an OLG submissions on the proposed changes to the Code of Meeting Practice is underway
		Implement revised policy management process and align with legislative compliance and risk		The policy register was updated and policy page on the website was updated and streamlined, making it easier to find Council's policies
		Provide training and induction for Councillors in the new term		A comprehensive new councillor induction program was provided to councillors in October and November 2024







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 	Promote good financial governance, internal control and risk mitigation practices	Review and update financial policies, systems, procedures and business processes to improve efficiency and effectiveness and align with financial sustainability principles		The Executive Leadership Team endorsed the Asset Disposal procedure review and relevant form update in December 2024
	Implement an enterprise risk management framework	Review Business Continuity Plans, including Emergency Preparedness procedures		Initial review completed and final to be reviewed and endorsed with new Council
		Review and implement recommendations from the internal audit program for high risk operational activities		Review of internal plan completed and endorsed by Audit Risk and Improvement Committee (ARIC). Council continues to review and implement recommendations for high risk operational activities including reviewing controls
		Review Council's Risk Appetite Statement (RAS)		RAS was endorsed by the Executive Leadership Team for Council review




3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.2. Uphold a commitment to accountable and transparent decision making 	Prepare and implement the Governance Framework	Implement priority actions and review the Fraud and Corruption Control Policy and Strategy		Review of Fraud and Corruption Control Policy is in progress. Preparation of the New Fraud and Corruption Control Plan in alignment with the Independent Commission Against Corruption recommendations is underway
		Promote and inform the community on key decisions affecting the community through different communication channels		<p>Council decisions are promoted through Council's social media channels, print media and the Precinct system. Council and Council Committee meetings are live streamed to keep the community up to date on Council's decision making real time.</p> <p>A table of Council resolutions is now published on Council's website to better inform the public of Council's decisions.</p> <p>Members of the public can address Council by video conference, enabling greater participation in Council decision-making. This process will be formalised in the required review of the Code of Meeting Practice within 12 months of the local government election</p>
	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies		Legislated reports such as Financial Statements, grants acquittals, quarterly reports, including the Roads to Roads recovery grant program, NSW severe weather & flood grant program, Local Roads & Community Infrastructure grant program were prepared







3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance 	Develop and implement a Total Rewards Framework	Implement a new annualised and simplified performance framework		All employee performance reviews for 2024 have been completed and are being reviewed and processed. Plan for annualisation of all employee performance reviews in 2025 is underway with a project plan and new template drafted. Implementation of communications plan is underway and engagement with employees and unions commenced
		Continue to implement the Leadership Program for Executive, Executive Managers and Managers, including Future Leaders Program		Fifteen leaders participated in the Future Leaders Program and five ELT Members participated in bespoke leadership development program. Three people leaders participated in executive coaching sessions. Six people leaders attended Educational Leader Conferences and one people leader commenced the Company Directors Course

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.3. Promote a safe and healthy workplace that rewards a culture of high performance 	Develop and implement a Total Rewards Framework	Launch the Psycho-Social Strategy for Waverley to ensure the protection and promotion of a safe and healthy workplace, with a focus on mental health programs		Gap analysis of draft Managing Psychosocial Hazards at Work Procedure against SafeWork Australia model code of practice for managing psychosocial hazards at work is being undertaken. Employee Assistance Program is reviewed to ensure the level of service for employee assistance is adequate for Council workers. Face to face Bullying and Harassment training sessions were organised. StateCover feedback sessions were held with outdoor workers to build the wellbeing plan for 2025 to encourage employee engagement
		Continue to deliver health and safety wellbeing programs and activities		Health and safety wellbeing programs and activities delivered include: <ul style="list-style-type: none"> • Health Expo for outdoor staff included heart health checks and information on nutrition, mental wellbeing, healthy ageing and sleep information. • Noise testing was arranged to support SafeWork NSW legislation for audiometric testing in the workplace and to build a base for workgroups that are required to be tested under this legislation • Toolbox talks were organised for outdoor workforce for asbestos management process and initial discussions commenced for identification training for asbestos. • Risk assessment were undertaken for multiple projects, including the Angel Ring project, Lifeguard Challenge, the new Side by Side vehicles and the safe transport of 240l bins ensuring safety of workers and reduction in future injuries

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.4. Continue to build capacity and capability of our people and Council to deliver services to our Community 	Implement the Capability Framework	Complete Position Description Review Project		Position Description Project was finalised and changes were implemented. Two hundred and three roles were reviewed, updated and evaluated. Seven hundred and thirty-six positions were mapped
3.4.5. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric 	Deliver the ICT Modernisation Program	Continue to manage projects in accordance with ICT Strategy and Modernisation Goal, including applications and services upgrades, improvements to governance controls to streamline processes and improve service delivery		Upgrade of our financial system was completed. The property and rating system upgrade is on track. Capabilities and requirements gathering for core systems were completed. Council developed an ICT Roadmap, IT Operating Model and revalidation of IT Strategy
		Continue to implement and undertake uplift activities to align with Mandatory 25		Completed our initial cyber maturity uplift program, aligning with Cyber NSW Mandatory 25 requirements
		Continue to implement cyber uplift maturity program to ensure compliance with OLG Cyber Security Guidelines for Local Government		The initial program of work was completed. Work is continuing to further uplift technical controls in line with the Australian Signals Directorate's Essential 8 Cyber Mitigation Strategies



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
3.5.1. Improve Waverley's post COVID-19 economic resilience through innovation 	Prepare and implement an innovation roadmap	Deliver priority actions from Innovation Roadmap themes such as Innovation forum and business workshops	▶	<p>Council is introducing the Waverley Business Forum which will replace the current Innovation Forum. A committee will be set up and will meet three times a year.</p> <p>An Expression of Interest is currently underway to invite community and industry members to join the Committee.</p>
3.5.2. Position Waverley as a future business destination and promote local businesses 	Deliver businesses services and activation activities across Waverley	Undertake a Grants Workshop for Business in conjunction with the Chamber of Commerce	▶	
	Deliver recognition for excellence in local business programs	Continue delivering business awards to recognise excellence	▶	<p>The Brightest & Best Awards is an annual event to celebrate our businesses' contribution to Waverley's economic and social vibrancy and are open to businesses, large or small that operate across the district. The 2024 event was held at Bondi Pavilion in November. There were more than 150 nominations for the 14 categories for awards with over 200 people attending the event</p>
3.5.3. Support and enhance the visitor economy 	Implement the Waverley Sustainable Visitation Strategy 2019–2024	Create and promote virtual place based offerings and information for visitors	▶	<p>The Sustainable Visitation Strategy 2024 has been finalised. A report evaluating the performance of the SVS will be prepared and is intended to be considered by Council in early 2025, finalising this project</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
3.6.1. Improve and increase the quality and quantity of data shared in the local business community 	Research, analyse and promote a range of data and trends that monitor the local economy	Release relevant business data sources to inform decision making through the business resource centre (e.g. ED Newsletter, biannual Occupancy Audit)		Quarterly updates and occupancy audit were completed and published on Council website
3.6.2. Facilitate and grow innovative spaces for business incubation and knowledge transfer 	Position business incubator as an innovative hub for local community	Host a business pitching event centred on innovation		<p>Council is introducing the Waverley Business Forum which will replace the current Innovation Forum. A committee will be set up and will meet three times a year.</p> <p>An Expression of Interest is currently underway to invite community and industry members to join the Committee</p>
3.6.3. Enhance communication and engagement channels to improve service delivery 	Maximise the use of existing engagement tools such as Have Your Say	Explore and implement website improvements to improve accessibility, presence and ease of subscription to Have your Say newsletters		Website improvements to enhance the accessibility of the Have Your Say subscription page is complete

3.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.6.4. Deliver and facilitate access to emerging technologies and library collections in fit for purpose digital and physical spaces  	Implement Local Studies Digitisation Strategy	Continue to populate the Local History online platform to provide increased community access to digitised local history resources		The Local History team continued to make progress on the digitisation of records with hundreds of vertical files being completed during the period
	Prepare and implement the Waverley Library Strategy	Continue to improve and refurbish physical spaces in the Library in alignment with the Waverley Library Operational Plan		Implementation of the refurbishment plans supported by the Public Library Infrastructure Grant were progressed, including planning for introduction of customer service pods, automated returns shelving, sound minimisation installations and upgrades to furniture on level one
		Implement the new Library Collection Development Plan and weeding program to ensure the collection is current and relevant		Implementation of the Library Collection Development Plan continued with an increase in the number of titles in the 'Read Now' collection of popular titles and the addition of a Children's 'Read Now' collection
		Implement the library membership plan to increase membership and engagement in alignment with the Waverley Library Operational Plan		Library capacity was enhanced to further support the development and implementation of the library membership plan



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