



Waverley 2025

Six Monthly Progress Report
1 Jan – 30 Jun 2025

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 upgrades to the coastal boardwalk at Dover Heights and upgrades at the Scott Street Reserve playspace. Works included the installation of play equipment, softfall grounding for safe play, new furniture, and landscaping with the addition of lovely new plants.

The Marine Biodiversity Awareness campaign, which culminated in the Marine BioBlitz in March 2025 raised awareness of the impact of climate change on our coastal environment through expert talks, films, and scientific collaborations. The new climate change scenario was included in the Environmental Action Plan 2025-2035 which was placed on public exhibition in May 2025 and adopted by Council in June 2025.

The Mill Hill Centre and Boot Factory design won multiple awards, including the Award for Interior Architecture - NSW Architecture Awards, the Milo Dunphy Award for Sustainable Architecture - NSW Architecture Awards, the Sustainability Commendation for the Boot Factory - Australian Interior Design Awards and Sustainability Commendation for the Mill Hill Centre - Australian Interior Design Awards.

The third annual Dawn Reflection was held in January 2025 with positive feedback from the Reconciliation Action Plan committee. Work on the Aboriginal Heritage Study has commenced. An art workshop for 20 children was held with local artist Billy Reynolds during the National Reconciliation Week. Council recruited eight school-based trainees across multiple departments.

Last year, Council commenced community engagement to inform the next iteration of the Integrated Planning and Reporting suite of documents. 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 the future vision, 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. The Integrated Planning and Reporting suite of documents were placed on public exhibition from 1 May to 28 May 2025 and adopted by Council on 17 June 2025.

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

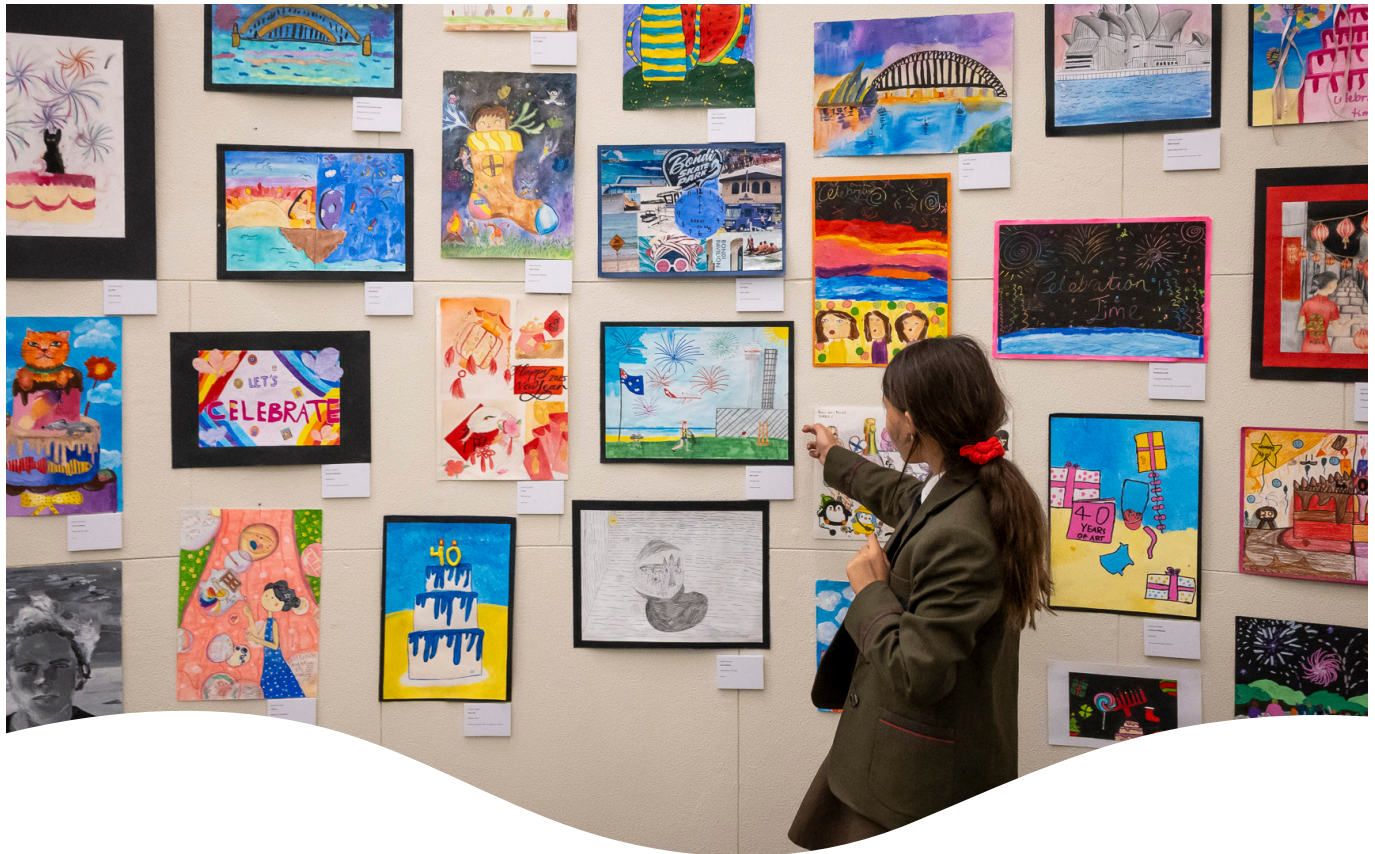
**Our People theme
focuses on a cohesive
and connected
Waverley community**

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

Waverley Youth Art Prize

The Waverley Youth Art Prize provides a platform to celebrate and recognise the talents of emerging artists aged 9 to 18 who live, study or spend time in Waverley. This year marks 40 years of the Waverley Youth Art Prize, and to celebrate young artists were asked to interpret the theme 'Celebration Time' when creating their artwork.

The judging panel included Luke Kennedy, who created the North Bondi mural above Wally Weekes pool and also won the Art Prize in 2003, and Archibald Prize winner Fiona Lowry, who is also a former Youth Art Prize winner.

The full list of winners includes:

WINNER	CATEGORY	ARTWORK
Poppy Michael & Stella Michael	Best Three-Dimensional Creation	<i>The Aftermath</i>
Lior Kaunitz	Best New Media	<i>Wombat</i>
Emily Johanna Liyanage	The Mayor's Prize Highly Commended	<i>A stroll between seasons</i>
Wendy Wei	The Mayor's Prize Winner	<i>Australia's Brushstroke</i>
Lexi Smith	Best Interpretation of the theme	<i>The Smallest Celebration</i>



Category Winners

WINNER	CATEGORY	ARTWORK
Junior Category (9-12)		
Marlow Emmanuel Haskas	1st Prize	<i>Freddy</i>
Lilee Corkill	2nd Prize	<i>Sunrise Over the Ocean</i>
Clair Chen	3rd Prize	<i>Future House</i>
Samuel Ren	Highly commended	<i>It's Quiet Christmas Night</i>
Intermediate Category (13-15)		
Lavender Chow	1st Prize	<i>Off Duty Lifeguard</i>
Avery Chen	2nd Prize	<i>Grandparents' Golden Wedding Anniversary</i>
Alex Ryan	3rd Prize	<i>Blue with Flowers</i>
Celine Wang	Highly commended	<i>Birthday Celebrations</i>
Senior Category (16-18)		
Maggie Edwards	1st Prize	<i>Corner of the QVB</i>
Charlotte Birbeck	2nd Prize	<i>Celebration of Sound</i>
Angelina Wu	3rd Prize	<i>Awakening the Dragon</i>
Sylvia Zhang	Highly commended	<i>Gala of the Deep</i>

Arts and Culture Programs

Programs delivered include The Whale, Youth Makers Market, Global Table, Garry Starr, An Evening without Kate Bush (Mardi Gras Event), Tim Freedman, Odette, Unknown Paths, NT Live, Youth Week Bondi Bash, Dinosaur Zoo, Bondi Wave youth band workshops, Sunshine Singers, Poetica - A Night at the Chelsea Hotel, Grace Knight and Local Creative Collaborations. Council also delivered multiple author talks in the Talks and Ideas program including talks with powerhouse authors Rachel Coopes, Kate Granville, Brooke Boney and Kumi Taguchi.

Local Creative Collaborations Program

Fourteen applications were assessed for the Local Creative Collaborations Program, with six projects successful in being allocated program support (funding and venue access). The first project titled “When the Entropy Hits” was launched in June 2025 by local performer Harriet Gillies.

A new community support program has been developed to provide sponsorship funding to local organisations, individuals, businesses and artists.

Social Cohesion Roundtable

In response to growing concerns about social harmony and the rise of antisemitic attacks, mayors from three major Sydney Councils (Waverley, Inner West and Liverpool) hosted a Mayoral Roundtable in February 2025 to bring together local government leaders on this critical issue. Twenty-two mayors attended this roundtable and released a joint statement on social cohesion.

This roundtable demonstrated the critical role of local government in safeguarding the wellbeing and resilience of communities and showed strong leadership on social cohesion. The roundtable was a platform for mayors to collaborate on solutions to ensure everyone feels safe and secure. The focus will be on proactive measures to strengthen social cohesion, foster unity and address community concerns.

Antisemitism Strategy

In March 2025, Council launched its Strategy to Combat Antisemitism – a first-of-its-kind initiative at the local government level aimed at addressing and preventing antisemitism in the community.

This strategy provides a clear, structured approach to combating antisemitism by:

- Strengthening community resilience against hatred and extremism
- Enhancing public safety measures
- Promoting education and awareness initiatives
- Encouraging interfaith and intercultural dialogue
- Partnering with key stakeholders, including community groups, law enforcement, and government bodies.

Seniors Festival

Seniors Festival is an initiative led by the NSW Government that celebrates the contributions of older adults to the community. This year’s theme, Time to Shine, invited community members to showcase older adults in their lives and give them the spotlight they deserve.

Events organised in Waverley include Senior’s Festival Talk: Keeping your identity safe, Cassy and the Sunshine Singers – Bondi choir, Lunchtime concerts at the Pav: Tritona Duo, Understanding Arthritis: A talk with Prof. Paul Bird, Senior’s Festival Film Screening, Advanced Care Planning Information Session and Workshop, Creative Dance Workshop, and Author talk with Nicole Alexander, The Limestone Road.



Senior’s Festival



Death Café

Death Café

Every month, Council staff run Death Cafés at the Mill Hill Centre. The first Death Café was held in 2025, featuring end-of-life doula and preparedness coach Kelly McDonnell and end-of-life doula, bereavement counsellor, and host Angela Mizinska who discussed what a Death Café is and why they are so important within our community.

Death Café events enable community members to come together and share their experiences related to death and dying, discuss end-of-life planning openly, and ask questions they feel uncomfortable asking in everyday life.

Dawn Reflection

The third annual Dawn Reflection was held on 26 January, with positive feedback from the Reconciliation Action Plan committee. Work on the Aboriginal Heritage Study has commenced. An art workshop for 20 children was held with local artist Billy Reynolds during the National Reconciliation Week. Council recruited eight school-based trainees across multiple departments.

Waverley Community Living Program

The Waverley Community Living Program (WCLP) collaborated with the Council for Intellectual Disability to deliver inclusive employment ambassador training

to WCLP staff promoting best practice to support other departments in Council. Staff supported a WCLP participant to volunteer at the Waverley Community and Seniors Centre every week and a short term job opportunity was created with a former participant to help explore and progress inclusive employment options.

Culture Waves Program

The Culture Waves Program was implemented with 23 participants attending up to seven workshops and four mentoring sessions. Ten mentors were recruited for the program, who provided support around sharing stories, finding strength, building support networks and creating positive change. The workshop sessions covered topics such as exploring cultural identity, decoding the media, recognising biases, racism and antisemitism. The participants also planned and ran Culture Fest at the Boot Factory/Mill Hill Centre in May, with more than 100 community members in attendance.

Waverley Volunteer Expo

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



Youth Week 2025

Youth Week 2025

An organising committee of 14 young people designed the 2025 'Bondi Beach Bash' for Youth Week 2025. Four hundred people attended the event. Six bands and 13 MC/DJs showcased their talent at the under 18s event. The Culture Waves Reference Group, consultation activities seeking input into the new Community Strategic Plan, and safety audits provided further engagement opportunities for young people.

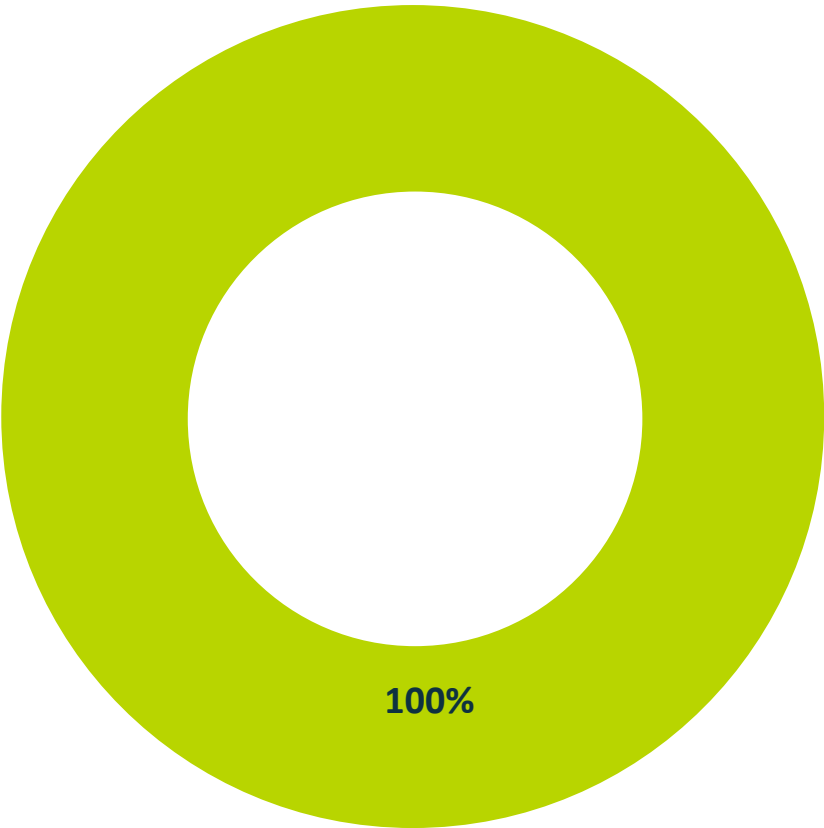
Bondi Pavilion Utilisation

Awareness and utilisation of the Pavilion remained high with more than 10,000 venue hire enquiries resulting in 3,350 booked sessions over the 12-month period. In addition to Council-run programs, activities included regular community hirers, large scale annual events 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. Implementation of the new venue booking platform Bookable was completed with hirers now able to view, book and pay for venue hire online, which has improved the customer experience of booking hireable spaces.

Library Services

The library held 792 programs that engaged 14,430 members of the community. Highlights included Understanding Arthritis talk by university professor Paul Bird (83 attendees), Dervla McTiernan author talk (70 attendees) and the Elioth Gruner art lecture by Steven Miller (70 attendees). Technology programs included two lectures by university academicians, classes on graphic design, filmmaking, art and design using AI, website creation and avoiding fake news. The Children and Young People's Library team continued to hold regular Story Times (including bilingual sessions in Mandarin, Russian and Turkish), Rhyme Times, school holiday programs, afterschool/weekend activities, and introduced a new monthly Play and Sensory session. In addition, the team introduced monthly activities at the new Boot Factory venue, including a collaboration with Road Safety held in June 2025. Students from the Rose Bay Integrated Education Facility also visited every week and the team delivered several youth events, including a popular stall at the Bondi Beach Bash.

People: Progress Summary



Completed	100%
In Progress	—
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

The Boot Factory and Mill Hill Centre win major design and sustainability prizes

The Boot Factory and Mill Hill Centre located on Spring Street in Bondi Junction were reopened in November 2024 as a vibrant community space.

Archer Office, the architects chosen by Council to work on the restoration, have recently been recognised with four awards, including the following awards for their transformative work on the Boot Factory and Mill Hill Centre:

- Award for Interior Architecture - NSW Architecture Awards
- The Milo Dunphy Award for Sustainable Architecture - NSW Architecture Awards
- Sustainability Commendation for the Boot Factory - Australian Interior Design Awards
- Sustainability Commendation for the Mill Hill Centre - Australian Interior Design Awards.



The Boot Factory. Image credit: Peter Bennetts

Affordable Housing Portfolio

In March 2025, Council acquired a six-unit apartment block at 49 Mitchell Street, Bondi Beach, gaining additional high-quality housing in a very convenient location, funded from developer contributions through Council's affordable housing reserve.

A key component of Council's affordable housing program is offering a high standard of living that provides both amenity and convenience. The new property at 49 Mitchell Street property is ideal, being close to the Bondi shopping hub, essential services and transport.

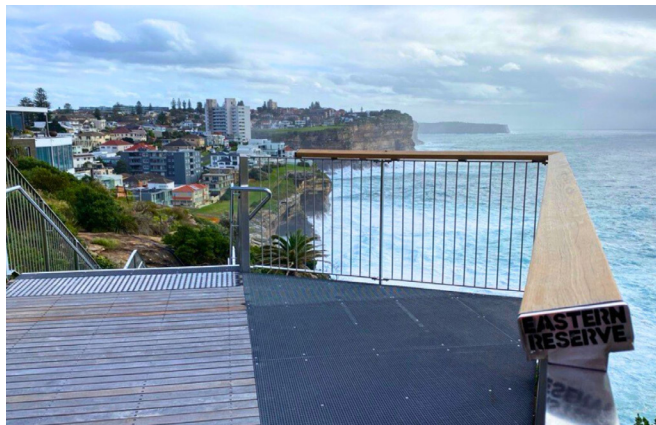


Affordable housing units

Recent upgrades in Waverley

Upgrades to the coastal boardwalk at Dover Heights

The Dover Heights section of the Eastern Reserve clifftop boardwalk is completed. This upgrade forms part of a larger project to improve the safety and usability of the clifftop walking trail, ensuring the community's access to our clifftop parks with spectacular views is maintained for generations to come.



Dover Heights coastal boardwalk

Upgrades include improved viewing platforms, stairs, balustrades and handrails, as well as upgraded seating on the viewing platforms, main entry upgrades, new fencing, and stormwater upgrades.

Repairs are underway on the coastal walk beneath Marks Park

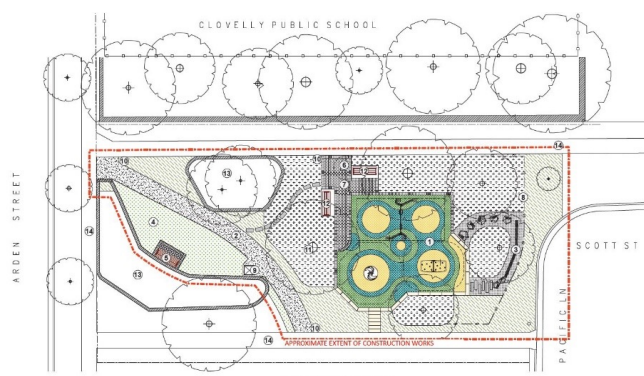
Following extreme coastal weather and natural erosion in April 2024, a cliff collapse occurred below Marks Park on the Bondi Coastal Walk, taking part of the walkway with it. Reconstruction work is underway and expected to take several months to complete safely, weather permitting. Work will be done in two stages, the first is the stabilisation of the cliff face, which is currently underway.



Coastal walk repairs beneath Marks Park

Upgrade to Scott Street Reserve

This year, upgrade works at Scott Street Reserve Playspace were completed. Works included the installation of play equipment, softfall grounding for safe play, new furniture, and landscaping with the addition of new plants.



Scott Street Reserve Playspace Plans

Vibrant vision progresses: Bondi Junction Master Plan

Council's reshaping of the Bondi Junction town centre has reached a new milestone with the appointment of the urban design and planning consultancy. The company will deliver the Bondi Junction Strategic Vision and Master Plan.

The project will shape the future of one of Sydney's most significant town centres, setting a clear long-term direction for land use, transport, public space, and community outcomes.

The project will be delivered in stages, beginning with a strong focus on community and industry consultation to better understand the current and future needs of residents, businesses and visitors. The Master Plan will ensure Bondi Junction continues to thrive as an energetic, accessible and resilient centre for decades to come.

Council will provide regular updates as the project progresses, with formal community consultation to commence later this year.

Council signs MoU with Share Bike Operator

Council and Lime have signed a Memorandum of Understanding (MoU) with sharebike provider, Lime agreeing to take clear action to better manage and regulate their share bikes, contribute to the provision of parking infrastructure and establishing parameters on how and where bikes can be ridden and parked. Shared e-bikes ridden dangerously and abandoned on footpaths have become a safety concern/ within the Waverley Local Government Area (LGA).

The agreement sets a maximum number of Lime bikes at any one point in time within Waverley LGA. The agreement provides for designated parking locations and restricted parking zones. Parked e-bikes deemed to be obstructing public access must be relocated within three hours of it being identified; otherwise Council may impound the e-bike and issue a fine to the operator.

The agreement is intended to commence on 30 June 2025 for 24 months, starting with a six-month trial period that uses designated areas on footpaths and potentially on-street spaces. Lime will be contributing towards the cost of the new infrastructure.

Second Nature program

Council staff assisted and supported the Resilient Sydney Strategy, Thinker in Residence and Sydney Coastal Council activities. Through the Second Nature program, 22 newsletters and more than 40 educational events were held, reaching 3,500 community members on EAP targets, topics and actions.

Building Futures Program

Building Futures is a free Council program to help large buildings (with 25 or more residential or commercial lots) to save money on their energy and water bills, while also improving their environmental performance. Participating buildings work towards reducing common area energy use by 20%, reducing operating costs and greenhouse emissions.

Of the 10 buildings participating in the Building Futures Program, energy and water consumption reduction initiatives have been undertaken at eight sites. Actions include:

- Investigating solar grant
- Solar installation
- Turned off commercial fan running out of hours
- Participated in Sydney WaterFIX program
- LED lighting upgrades
- Reduced hours of operation for HVAC in common areas
- Changed billing tariffs



Building Futures Program



Blue Sea Dragon spotted during the Marine BioBlitz.
Image Credit: Luke Hanley

Climate risks and stresses initiatives

The Marine Biodiversity Awareness campaign, which culminated in the Marine BioBlitz in March 2025 raised awareness of the impact of climate change on our coastal environment through expert talks, films and scientific collaborations. The new climate scenario was included in Environmental Action Plan which was placed on public exhibition in May 2025 and adopted by Council in June 2025. The adopted document was shared with employees and the community through a systems thinking game.

Waste Collection

Council partnered with the City of Sydney and Woollahra Councils to deliver our scheduled recycling drop-off events for problem waste items. Problem waste recycling stations remain active within the Library and Customer Service Centre. More than 2.3 tonnes of electronic waste were collected.

Food Safety Inspections

One hundred and eighty-four inspections were conducted in Q3 and 68 in Q4 for a total of 252 inspections, in line with NSW Food Authority partnership agreement terms. The Sushi Program was presented at both the State and National level and has received positive feedback and interest from other councils wishing to implement the program in their LGA. Other programs implemented include the Joint NSW Health swimming pool water quality monitoring

program, implementation and completion of the UPSS and Vapour Recovery Program, the Beauty and Skin Penetration Inspection Program and the inspection of temporary food stalls operating at Bondi Beach markets.

Tree Canopy

373 street trees and 142 parks/reserves trees were planted during the year.



Street trees

Response to illegal building complaints

In Q3, 114 illegal building complaints were received, 25 about the condition of existing buildings, 19 were complaints about construction hours of operations, 8 illegal use and 41 about illegal work.

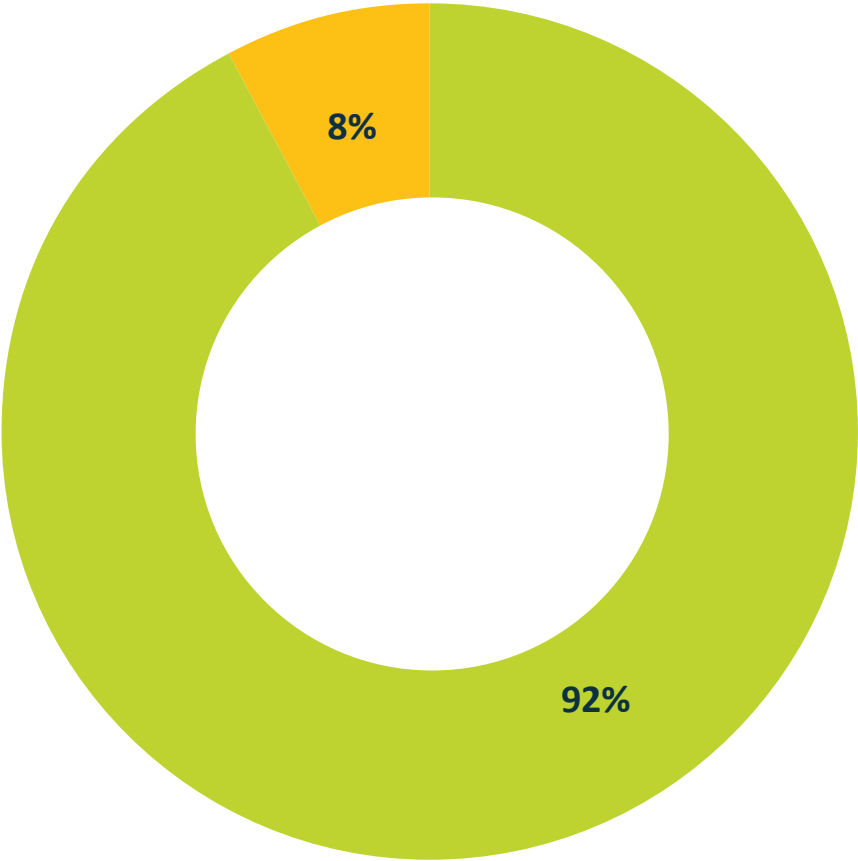
In Q4, 188 illegal building complaints were received, one was related to asbestos, 41 concerning the condition of existing buildings, 30 complaints about construction hours of operation, 18 related to illegal use and 87 related to illegal work.

A total of 270 cases were finalised and the remainder is under investigation.

Building Certification

In Q3, 20 building certification applications were received, and in Q4, 21 applications were received. Of the total applications received, 18 were approved, one was cancelled, nine were deferred and 13 are under assessment.

Place: Progress Summary



Completed	92%
In Progress	8%
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—



Theme 3: Performance

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

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

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



Performance: Key Highlights

Integrated Planning and Reporting documents

Following the local government election in 2024, Council commenced the community consultation in October 2024 to ensure all segments of our community are engaged to provide inputs into future plans. Council continued the community consultation and engagement program until March 2025. More than 380 community members were engaged on the vision and priorities for Waverley. Based on the community feedback received, we drafted the Waverley Community Strategic Plan 2025-2035, Long Term Financial Plan 7 (2025-2036), Strategic Asset Management Plan 7 (2025-2036) and other associated documents. These documents were placed on public exhibition from 1 May 2025 to 28 May 2025. Council considered community feedback received during the exhibition period and adopted the documents on 17 June 2025.



Workforce Management Strategy

Our Workforce Strategy (2025–2029) focuses on attracting, retaining, and developing a high-performing workforce aligned with our Community Strategic Plan (CSP), Delivery Program (DP), Operational Plan (OP), and Long-Term Financial

Plan (LTFP). This strategy addresses the challenges posed by rapidly evolving technology, workforce shifts, and financial sustainability. Ensuring a customer-centred approach, sustainable practices and Waverley's commitments to diversity, reconciliation, and accessibility are embedded in everything we do.

Precinct Engagement

Precincts were engaged on strategic issues such as Bronte Park and Beach Christmas Day Consultation, Bronte House Future Usage and Public Access, Footpath Seating Policy and Guidelines, proposed changes to the Waverley Development Control Plan, Planning Agreement Policy Amendments and the Petitions Policy. During the reporting period, 27 Precinct Meetings and one Combined Precincts Meeting were held.



Footpath seating at Notts Ave, Bondi Beach

Youth Entrepreneurship Program

In April 2025, the Youth Entrepreneur program was delivered for St Clares College students. This program was delivered in collaboration with the NSW Regional Industry Education Partnerships, St Clares College, XperientialAI, Bondi Innovation, Bondi and Districts Chamber of Commerce.

Leadership Development Program

A Leadership Development program was launched for the Leadership Team, 142 leaders attended. LinkedIn Learning was launched to all leaders across Council.

Psychosocial Strategy

A gap analysis of the draft Managing Psychosocial Hazards at Work Procedure against SafeWork Australia model code of practice for managing psychosocial hazards was completed and presented to the Audit, Risk and Improvement Committee in March 2025. Internal consultation of the Managing Psychosocial Safety Hazards at Work Procedure was completed on 3 April and the Consultative Committee endorsed the Plan in June 2025. One hundred and thirty people leaders attended the StateCover Psychosocial Safety Training. The draft Wellbeing Strategy is prepared following StateCover feedback sessions.

Customer Service Centre – Service Levels

MEASURES	BASELINE	TARGET 2025	ACTUAL
Customer complaints management	81% complaints closed within SLA (2023)	85% complaints closed within SLA	81% complaints closed within SLA
Contact Centre- Average call handling time	3 min 39 secs (2023 Annual average result)	<3 min 30 sec (80%)	4 min
Front Counter- Average wait time	4 m 10 sec (88% < 5 mins) (Annual average result)	<5 mins (80%)	3 min 17 secs (91% < 5 mins)
Front Counter- Average service time	7 min 38 secs (2023) (Annual average result)	<7 mins 30 sec (80%)	7 min 56 secs
Contact Centre- First Call Resolution	7% transfer rate (2023)	Transfer rate (<10%)	Transfer Rate <5%

Health and Wellbeing Initiatives

Skin check and flu vaccination program were offered to outdoor and indoor workers in May 2025. Onsite Employee Assistance Program debrief sessions for a critical incident response were organised in January and March 2025. Audiometric testing result project with outdoor staff, providing test results and checking personal protection equipment was completed in June 2025. The Buggy Monitoring Project was organised to ensure employees are implementing the training provided, wearing seat belts and driving safely in May 2025.

Service Reviews

Financial Sustainability and Lifeguard Services reviews were completed. Implementation of review recommendations are in progress.

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



Bondi Road commercial area

Occupancy Audit Summary

The following information is a summary of information for all of Waverley as of February 2025.

Occupancy rates

COMMERCIAL CENTRE	OCCUPANCY % OCTOBER 2023	OCCUPANCY % FEBRUARY 2024	OCCUPANCY % AUGUST 2024	OCCUPANCY % FEBRUARY 2025
Bondi Beach	86.2	88.7	90.2	89.2↓
Bondi Junction	91.7	90.5	90.3	94.7↑
Bondi Road	90.7	94.3	93.8	93.6↓
Bronte Beach	100	100	100 -	100
Charing Cross	95.1	96.1	94.0	95.0 ↑
Macpherson Street	90.7	89.5	93.9	95.8 ↑
Old South Head Road	88.8	89.8	91.7	94.3 ↑
Waverley Total	89.7 ↑	90.8 ↑	91.4 ↑	92.6 (1.2% ↑)

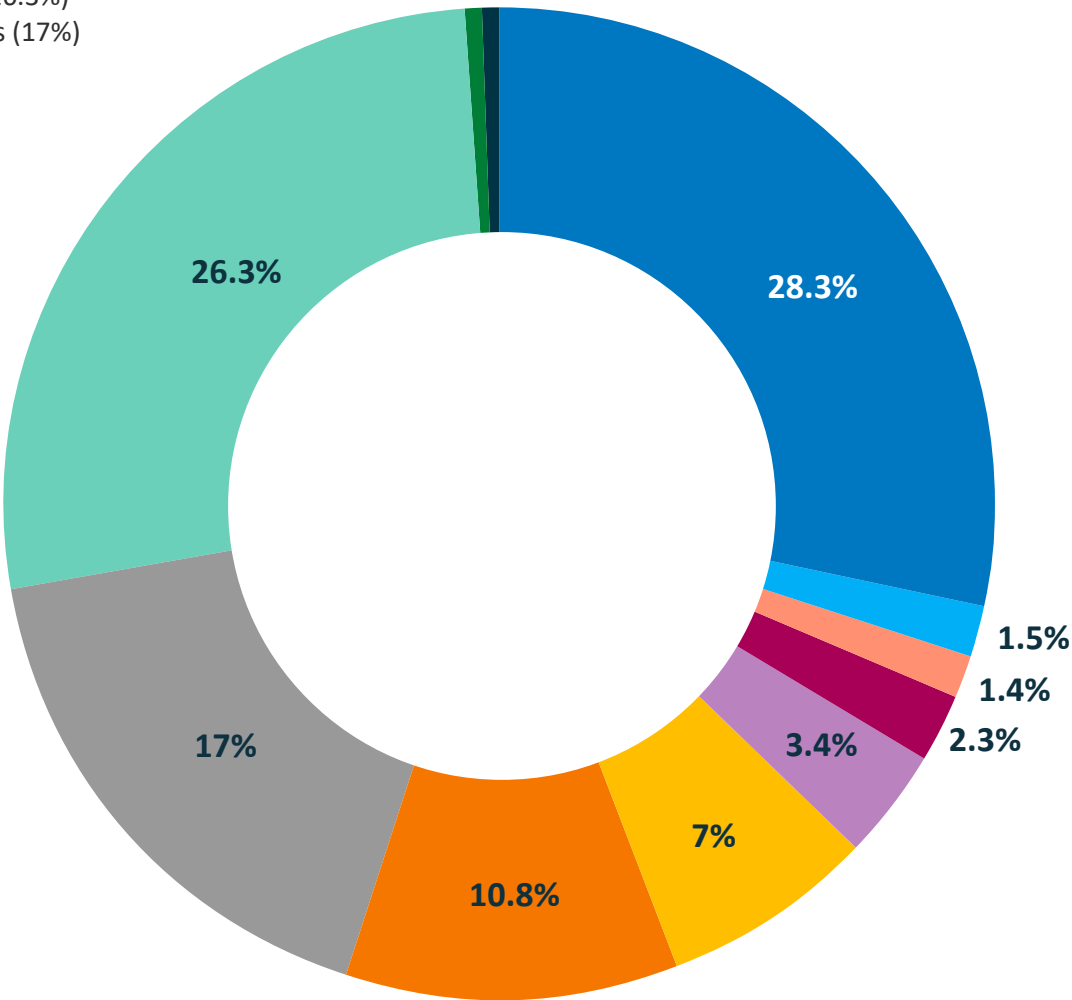
**The occupancy rate excludes properties that are for lease, empty, and premises that are awaiting development application (DA) approval.*

Summary of Commercial Centres

Industry mix

Top 3 Industries

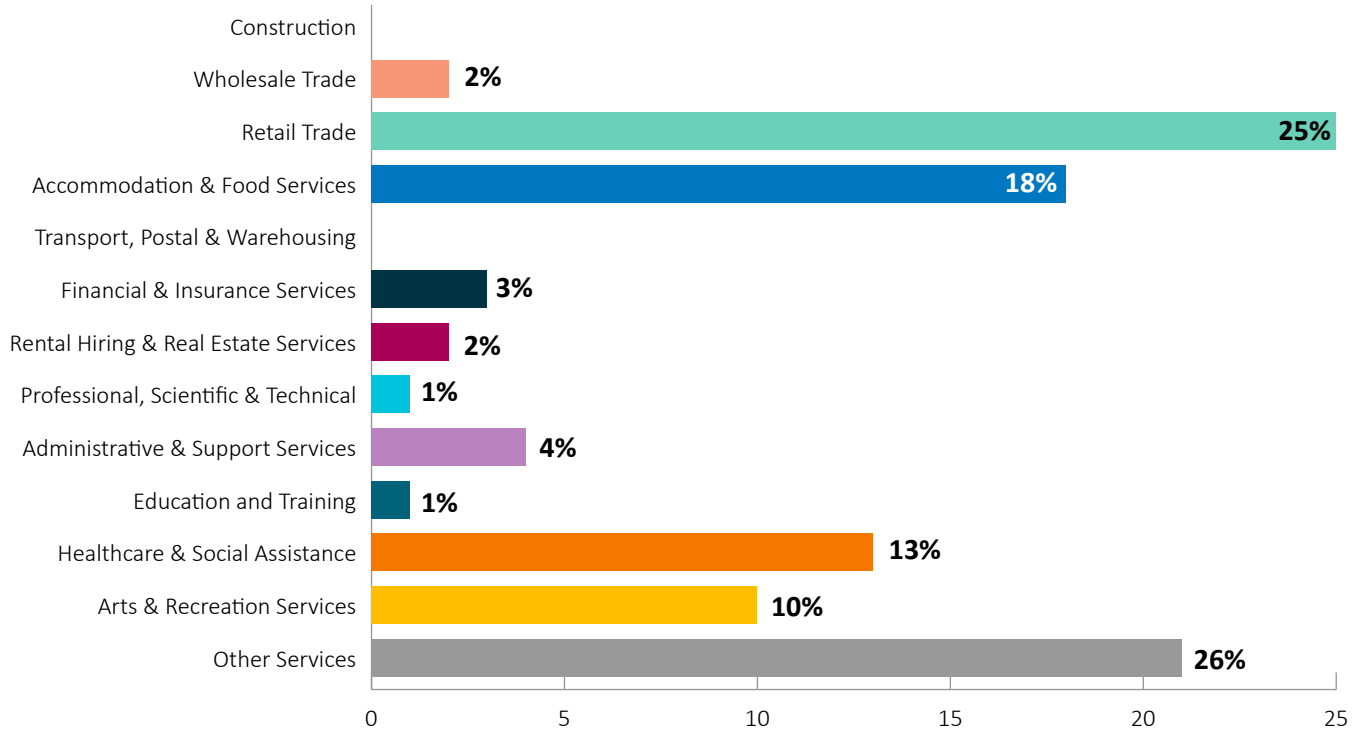
- 1. Accommodation and Food Services (28.3%)
- 2. Retail Trade (26.3%)
- 3. Other Services (17%)



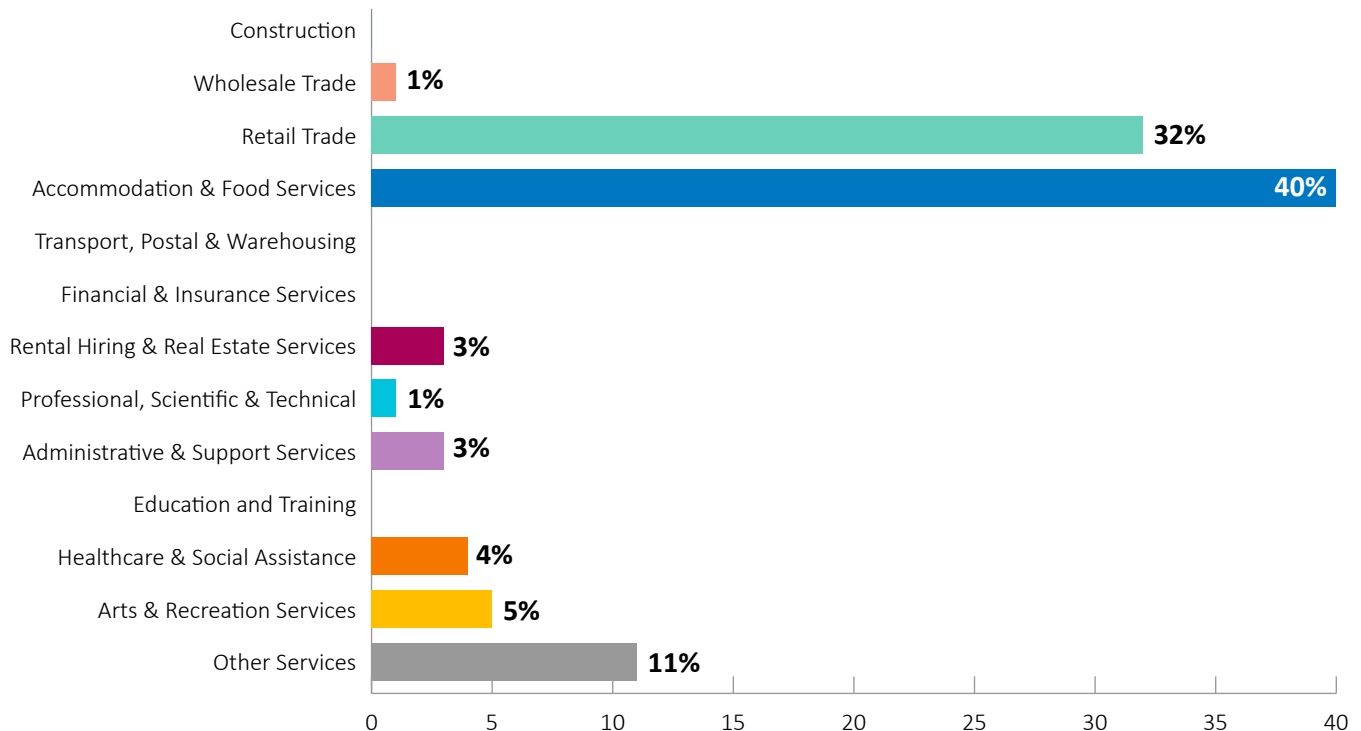
● Accommodation & Food Services	28.3%	● Rental Hiring & Real Estate Services	2.3%
● Professional, Scientific & Technical	1.5%	● Administrative & Support Services	3.4%
● Arts & Recreation Services	7%	● Healthcare & Social Assistance	10.8%
● Retail Trade	26.3%	● Other Services	17%
● Wholesale Trade	1.4%	● Financial & Insurance Services	<1%
● Construction	<1%	● Transport, Postal & Warehousing	<1%

Tenancy mix

Bondi Junction

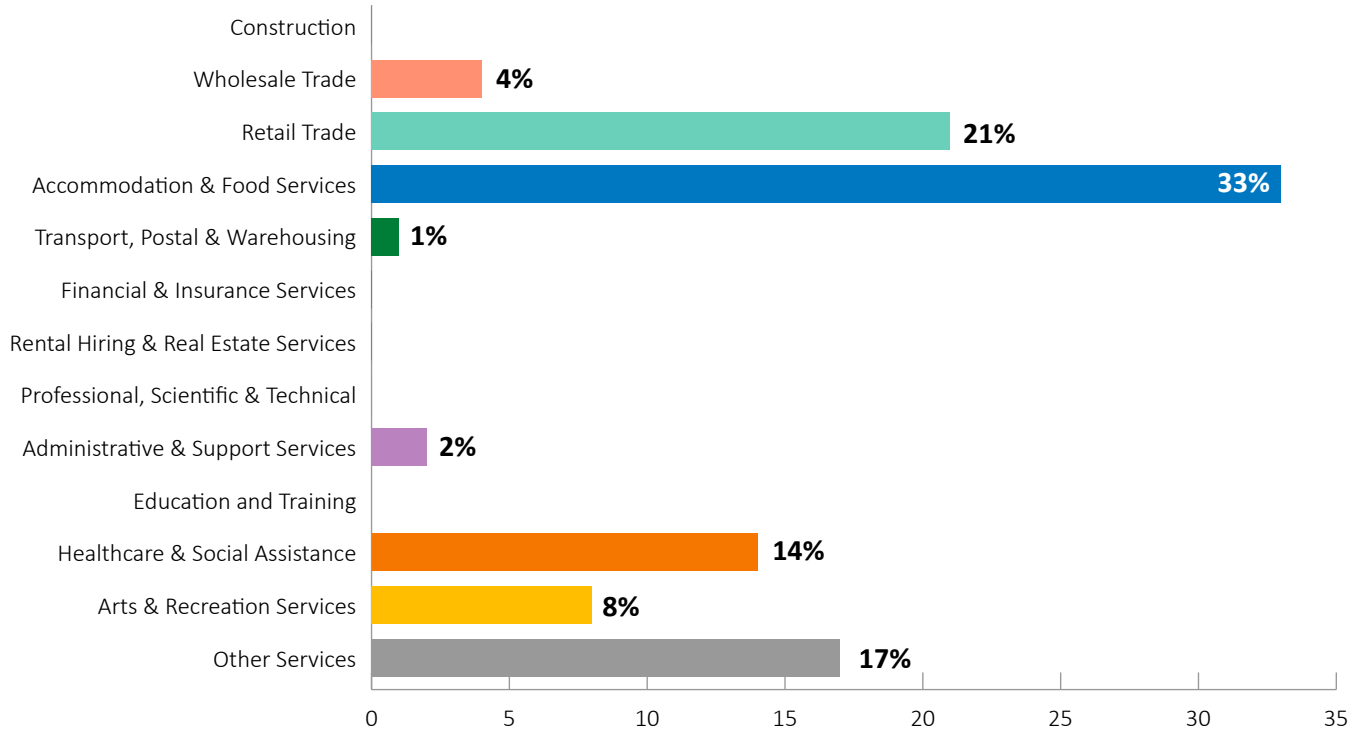


Bondi Beach

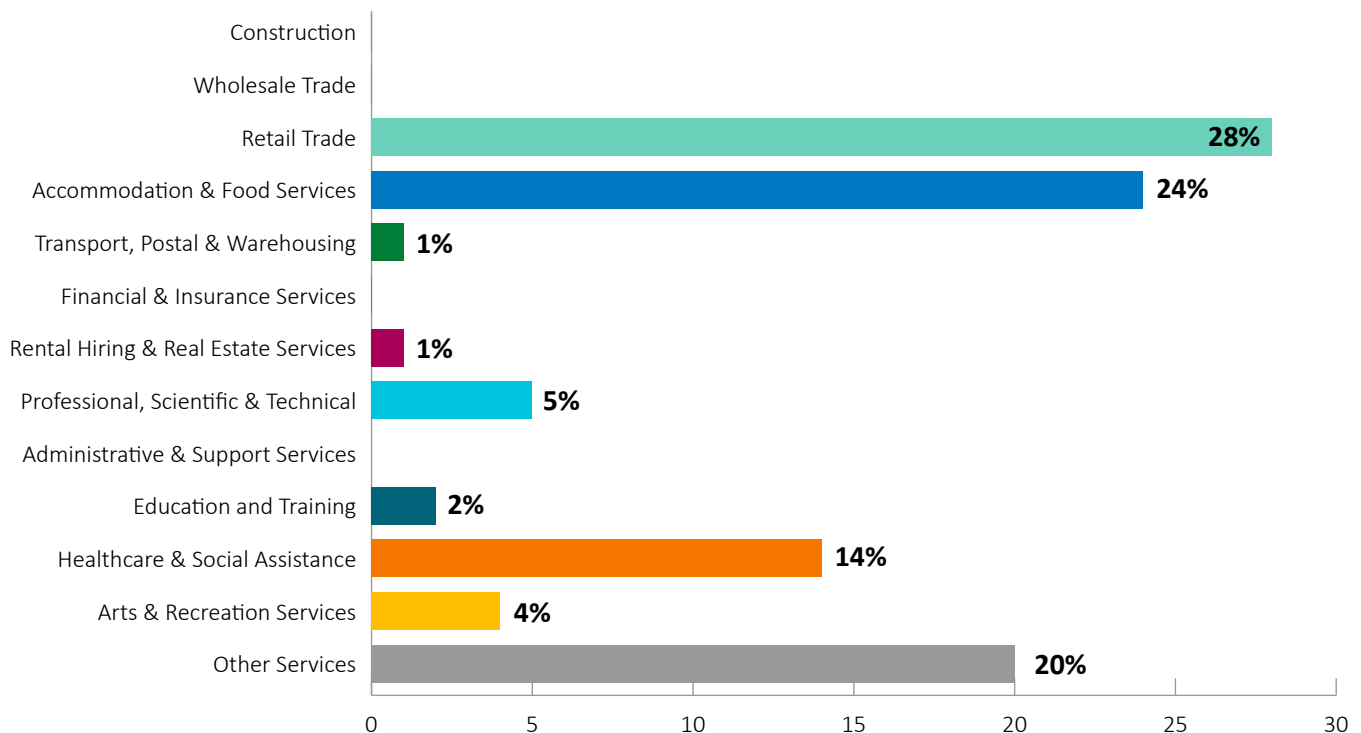


Tenancy mix

Bondi Road

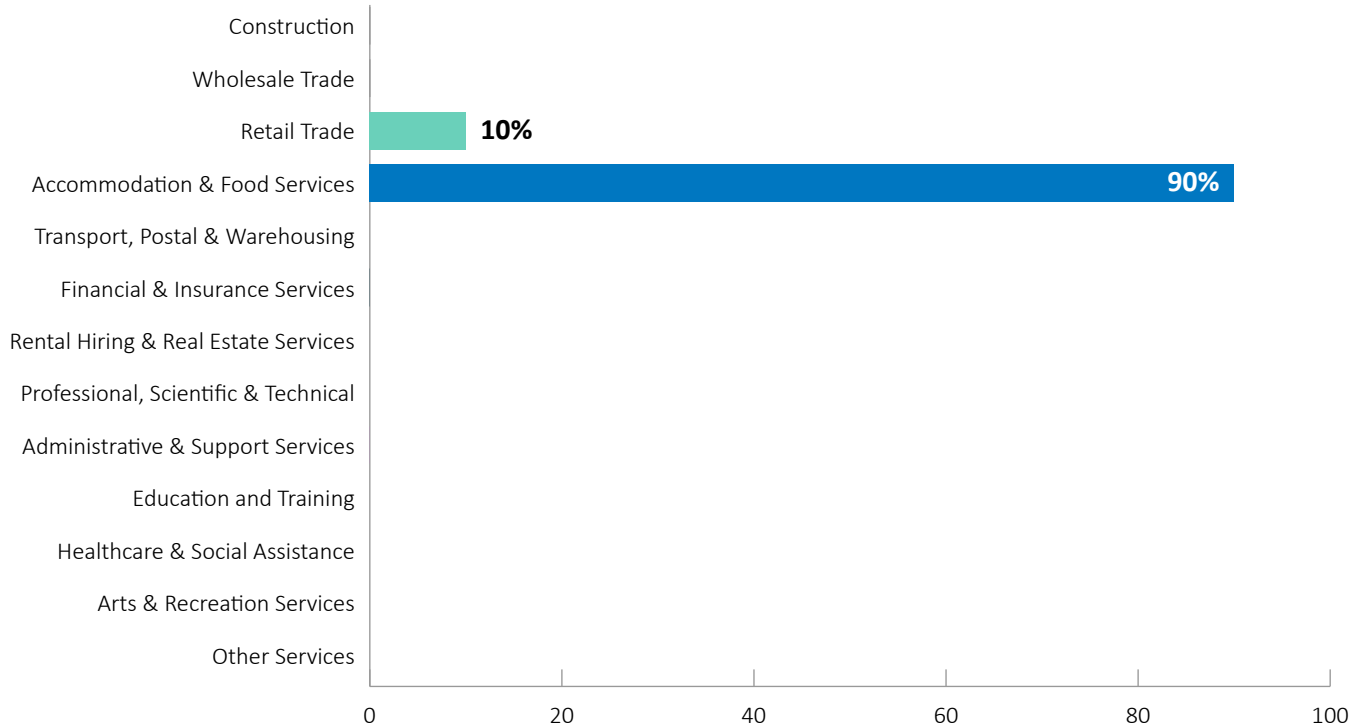


Charing Cross

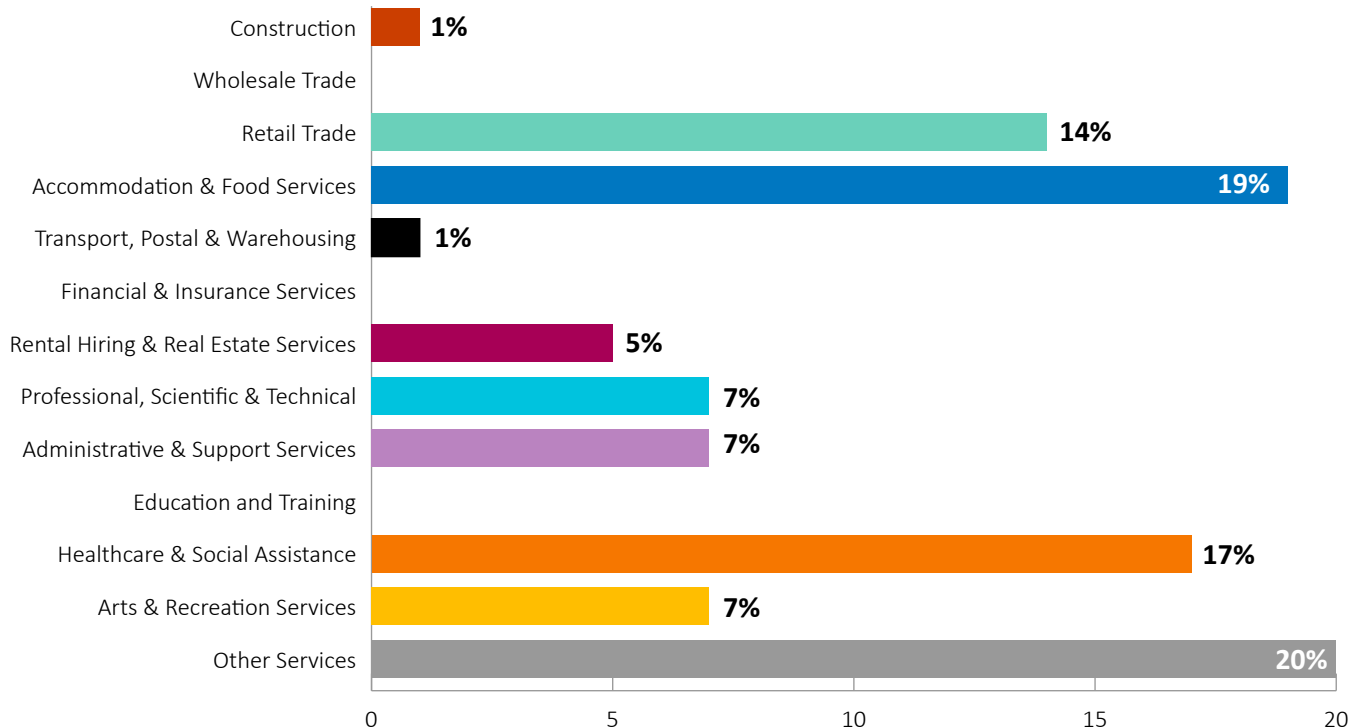


Tenancy mix

Bronte Beach



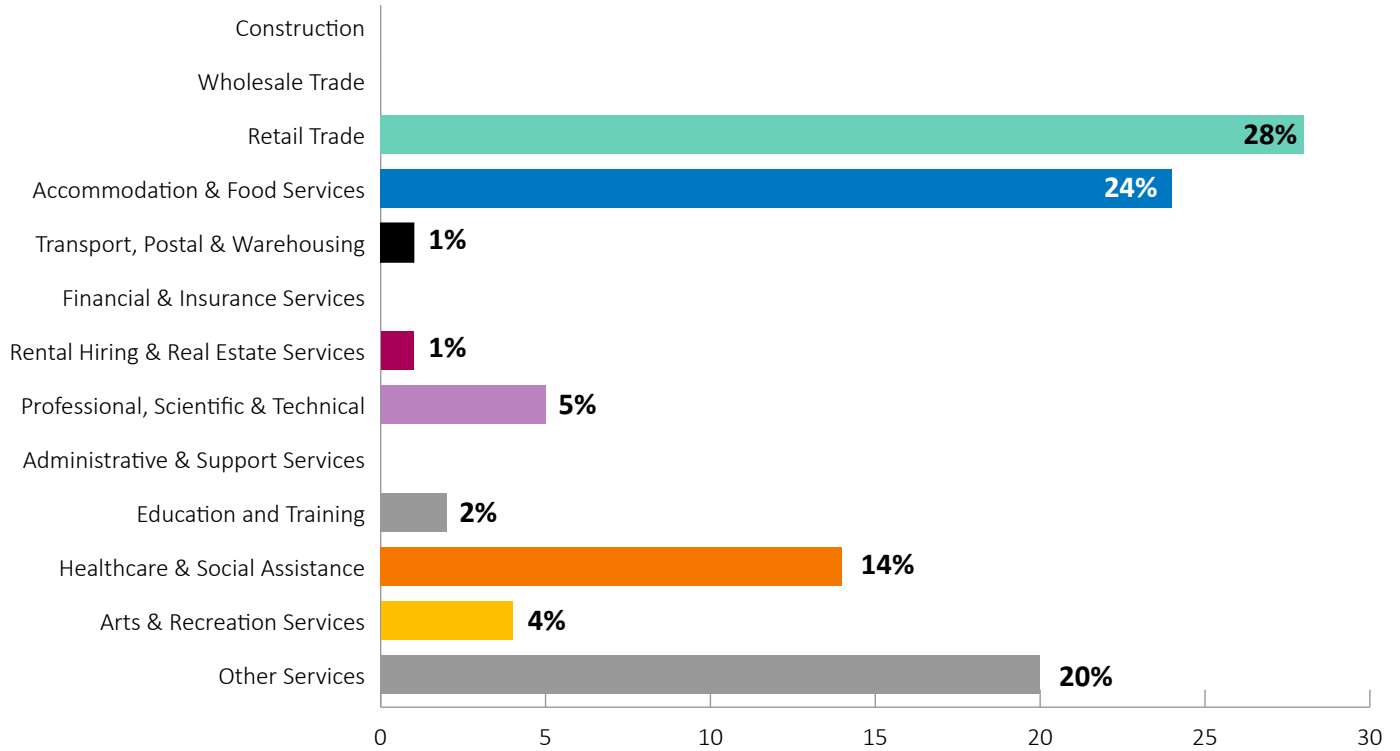
Old South Head Road



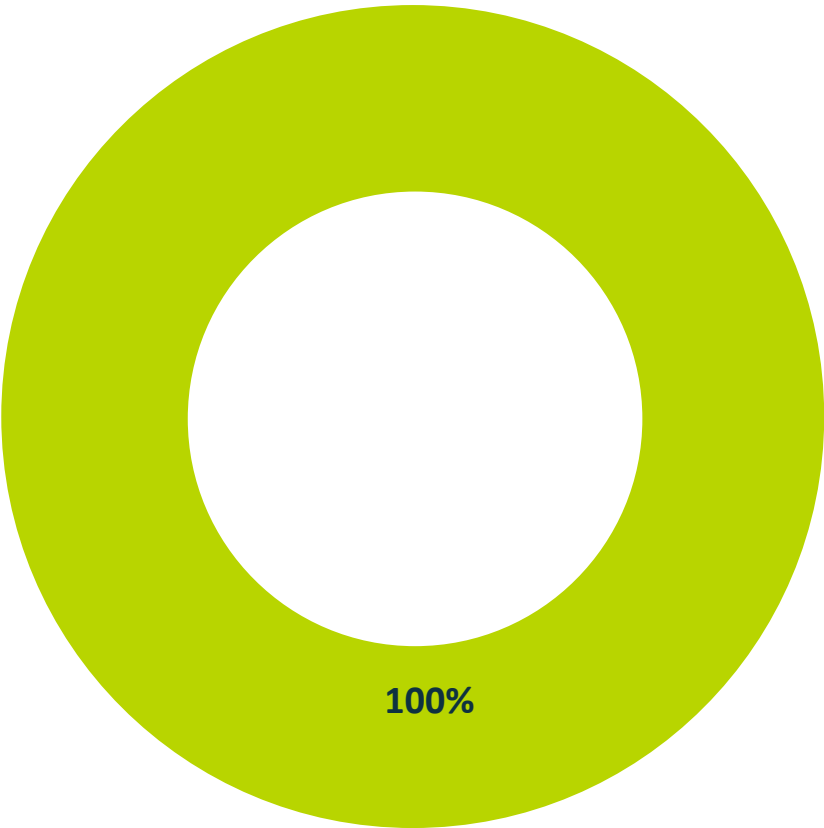
Please note: The commercial centre on Old South Head Road in Rose Bay falls under the jurisdiction of two councils. Waverley Council is responsible for auditing businesses on the eastern side of the road only.

Tenancy mix

Macpherson Street



Performance: Progress Summary

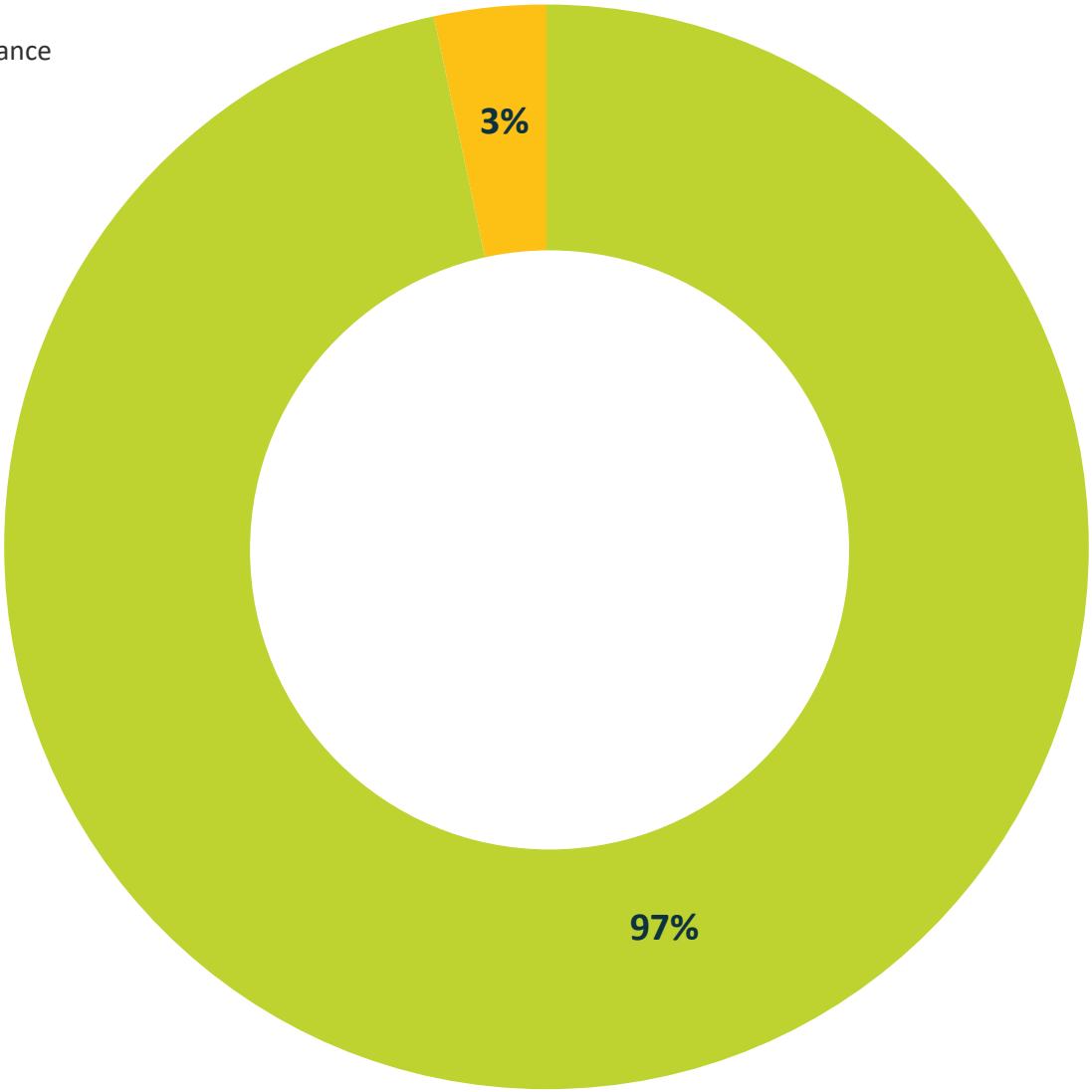


●	Completed	100%
▶	In Progress	—
▶	In Progress – impacted by unforeseen conditions	—
■	Delayed	—
■	Delayed – impacted by unforeseen conditions	—

Overall Performance

Progress summary of all three themes:

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



●	Completed	97%
▶	In Progress	3%
▶	In Progress – impacted by unforeseen conditions	—
■	Delayed	—
■	Delayed – impacted by unforeseen conditions	—

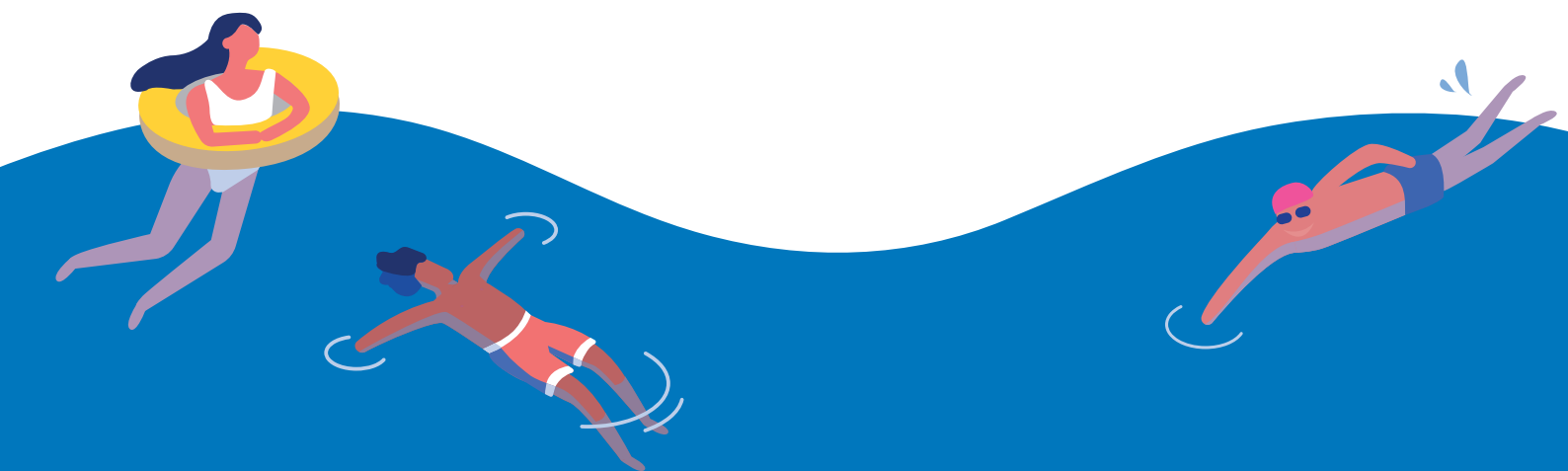
Part 2

Detailed progress
against Operational Plan

Progress status

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

STATUS	DEFINITION
Completed	End to end delivery of the activity is completed
In Progress	Implementation of the activity has commenced
In Progress – impacted by unforeseen conditions	Implementation commenced, but the activity was impacted by unforeseen conditions such as floods, disasters, crisis, or legislative changes
Delayed	Activity is placed on hold or deferred to commence at a later stage due to operational reasons/decisions
Delayed/on hold – impacted by unforeseen conditions	Unforeseen conditions such as 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		The third annual Dawn Reflection was held in January 2025 with positive feedback from the Reconciliation Action Plan Committee. Work on the Aboriginal Heritage Study has commenced. An art workshop for 20 children was held with local artist Billy Reynolds during the National Reconciliation Week. Council recruited eight school-based trainees across multiple departments.



1.2

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

OUR STRATEGIES

1.2.1. Provide more opportunities to increase the participation and visibility of people with disability in community life



FOUR YEAR ACTIONS

Implement Council's 2022–2026 Disability Inclusion Action Plan (DIAP)

Explore alternative service models to connect people with disability to mainstream services and activities

ANNUAL ACTIVITY

Partner with relevant stakeholders and specialist employment agencies to improve employment pathways in the community for people with disability

Update Council's policy to improve access to accommodation options and trial flexible support models for people with disability

STATUS



PROGRESS COMMENTS

The Bondi District Chamber of Commerce was engaged to discuss inclusive employment opportunities in the local area. Meetings were held with the Disability Employment Services regarding awareness and skills development workshops. The Disability Inclusion Action Plan 2023-24 report was submitted to the NSW Disability Council

The Waverley Community Living Program (WCLP) collaborated with the Council for Intellectual Disability to deliver inclusive employment ambassador training to WCLP staff promoting best practice to support other departments in Council. Staff supported a WCLP participant to volunteer at the Waverley Community and Seniors Centre every week and a short term job opportunity was created with a former participant to help explore and progress inclusive employment options

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

The Culture Waves Program was implemented with 23 participants attending up to seven workshops and four mentoring sessions. Ten mentors were recruited for the program, who provided support around sharing stories, finding strength, building support networks and creating positive change. The workshop sessions covered topics such as exploring cultural identity, decoding the media, recognising biases, racism and antisemitism. The participants also planned and ran Culture Fest at the Boot Factory/Mill Hill Centre in May 2025, with more than 100 community members in attendance

1.2 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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    	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		Repair Café, Death Literacy Events, Culture Waves, Culture Fest, International Students events, Volunteer Coordinator Network, and Gardening workshops were organised at the Mill Hill/Boot Factory. Storytime at Playgroup was held in May 2025 to celebrate Families Week and highlight playgroup as a means for building social connection for resilient and healthy families, 39 families attended. The Transition to High School Breakfast Forum was held in partnership with the NSW Department of Education, engaging 13 early intervention services providers to meet with primary and secondary schools teachers to inform about support pathways for vulnerable children and input on transition to high school support initiatives for vulnerable students



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		Guidelines have been developed by subject matter experts. The Cemetery Garden program continued with 70 volunteers. There are 15 shared gardens operating throughout the LGA. Two additional Repair Cafe sessions and an additional Learn to Repair session were held
		Organise an annual volunteering fair to celebrate Waverley's volunteering efforts and promote the benefits		Waverley Volunteer Expo was held in September 2024 at the Bondi Pavilion attracting more than 25 stall holders from various volunteer groups across the community. This activity provided the residents with the opportunity to volunteer 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
1.4.1. Provide and maintain accessible and high quality public spaces and facilities for young people 	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		An organising committee of 14 young people designed the 2025 'Bondi Beach Bash' for the Youth Week 2025. Four hundred people attended the event. Six bands and 13 MC/DJs showcased their talent at the under 18s event. The Culture Waves Reference Group, and consultation activities seeking input into the new Community Strategic Plan, and safety audits provided further engagement opportunities for young people



1.5

Promote and encourage art, culture and creative expression and participation

OUR STRATEGIES

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



FOUR YEAR ACTIONS

Implement the Waverley Arts and Culture Plan 2021–2026

ANNUAL ACTIVITY

Devise and deliver an Arts and Culture Marketing and Communications Strategy to promote and showcase local artists and talents

STATUS

PROGRESS COMMENTS



Strategic media partnerships with Arts Hub, fbi.radio, Eastside Radio and What's On Sydney expanded the reach of marketing for the artistic program and Bondi Festival, including targeting new and niche audiences. LGA wide campaign included print collaterals (brochures, flyers, posters) circulated to multiple channels. A digital campaign on Waverley Council-owned channels continued to drive engagement and awareness of Arts and Culture programming; supported by regular email marketing activity to our subscriber base. A PR agency has been engaged to oversee the media campaign for Bondi Festival: identifying influencers, articles, interviews and other PR opportunities across print, online, radio and television to increase coverage and reach

Leverage arts, culture and events annual program to secure new cultural and community sector partnerships



New partnerships were established with Australian Cultural Fund and SBW Foundation as funding partners for The Whale in January at the Bondi Pavilion, presented with the Sydney Festival. Council also attained a Dobell Foundation Grant for its Souter's Bondi exhibition, which included partnership with the Australian National Maritime Museum. Partnership with National Theatre Live and Sharmill Films, continued showing Dr Strangelove and The Importance of Being Ernest. Council continued to strengthen partnership with Sydney Gay and Lesbian Mardi Gras through cabaret programming at the Bondi Pavilion Theatre: An Evening without Kate Bush. Council is also supporting Ocean Lovers alliance with expert event advice, guidance and operational event delivery assistance for the Ocean Lovers Festival

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 the Pavilion remained high with more than 10,000 venue hire enquiries resulting in 3,350 booked sessions over the 12 month period. In addition to Council-run programs, activities included regular community hirers, large scale annual events 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. Implementation of the new venue booking platform Bookable was completed with hirers now able to view, book and pay for venue hire online, which has improved the customer experience of booking hireable spaces
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 The Whale, Youth Makers Market, Global Table, Garry Starr, An Evening without Kate Bush (Mardi Gras Event), Tim Freedman, Odette, Unknown Paths, NT Live, Youth Week Bondi Bash, Dinosaur Zoo, Bondi Wave youth band workshops, Sunshine Singers, Poetica- A Night at the Chelsea Hotel, Grace Knight and Local Creative Collaborations. Council also delivered multiple author talks in the Talks and Ideas program including with powerhouse authors Rachel Coopes, Kate Granville, Brooke Boney and Kumi Taguchi
		Identify and secure sponsorship opportunities for ongoing events		Sponsorship agreements were secured for Bondi Festival including the Autosports Group, Cebu and Hours After. Annual partnership with Liquid IV was established for commercial activations and bespoke branding opportunities that supported the Summer Sunday Sessions at Bondi Beach and Park from January to March 2025

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		The Rising Makers Market youth entrepreneurship program and activation was delivered in April 2025 to activate the Boot Factory. Local residents were invited and young people supported to make and sell their work, with entertainment provided by local artists. Four family movie nights were delivered in different locations across the LGA, catering to local communities, providing free movies, beanbag seating, pre-show refreshments and entertainment

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	●	The library held 792 programs that engaged 14,430 members of the community. Highlights included Understanding Arthritis talk by university professor Paul Bird (83 attendees), Dervla McTiernan author talk (70 attendees) and the Elioth Gruner art lecture by Steven Miller (70 attendees). Technology programs included two lectures by university academics, classes on graphic design, filmmaking, art and design using AI, website creation and avoiding fake news. The Children and Young People's Library team continued to hold regular Story Times (including bilingual sessions in Mandarin, Russian and Turkish), Rhyme Times, school holiday programs and afterschool/weekend activities and introduced a new monthly Play and Sensory session. In addition, the team introduced monthly activities at the new Boot Factory venue including a collaboration with Road Safety held in June 2025. Students from the Rose Bay Integrated Education Facility also visited on a weekly basis and the team delivered several youth events including a popular stall at the Bondi Beach Bash
	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	●	Staff completed training across a range of areas, including Council's mandatory training modules covering Bullying and Harassment, Customer Experience, Keeping Children Safe, Disability Confidence, Privacy Awareness, R U OK?, Psychosocial Safety and Indigenous Cultural Awareness. Targeted training in the areas of Library Management Systems and Databases, CPR, First Aid and Digital Trends were also completed to support the delivery of excellent customer service



1.6

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.6.1. Connect with service providers and community groups to drive community wellbeing outcomes 	Partner with service providers and community groups to share data and resources, address emerging community needs, and adapt to local challenges	Deliver targeted grants programs and networking events		Two small grants rounds were completed with reports to Council in October 24 and May 25. Through these grants, Council provided \$95,580 to 23 local projects that will deliver cultural, community and environmental benefits. Council's annual Community Services Grants round supports 18 local organisations that provide key community and cultural services that complement those provided by Council. Sector support initiatives were delivered to support aged care services transition under current reforms and a new Aged Care Act. Information sessions were organised for community members in navigating the complexities of the aged care system. The Eastern Sydney Aged and Disability Network was convened in partnership with Randwick and Sydney City Councils. The ESYSN held its annual planning meeting in February with 30 attendees. Key issues were reviewed and network priorities identified for 2025. This informed topics at the March and May meetings focusing on youth accommodation pathways and mental health early intervention

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	●	Advocacy efforts continued with support provided to LGNSW submission to the NSW Local Government Inquiry into Early Education and Care and the LG Children's Services Network, as well as feedback into a national inquiry to improve child safety conducted by Deloitte on behalf of the government
	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families		●	Children's services maintained 97.6% utilisation rates. Three, six-week Tuning into Kids programs were held in July, September and February. Two hundred and fourteen people attended Playgroups in the Park and 90 participants attended parent workshops on topics such as meltdowns and tantrums, sibling relationships and setting boundaries. The Family Support newsletter has 988 subscribers
	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	●	Since relocation to the new Mill Hill Centre in October 2025, the Waverley Community and Seniors Centre has been delivering more than 60 programs. New activities include Mah Jong , tech help, Death Cafes (death literacy events) and creative dance classes. A primary focus has been preparation for compliance with the new Aged Care Act which will be delivered on 1 November



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

ANNUAL ACTIVITY

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

STATUS



PROGRESS COMMENTS

Implementation of the revised Affordable Housing Tenancy Policy is underway as Council's existing tenants complete their terms. The Policy improves access for vulnerable people by linking rent charged to income. Council's Affordable Housing Program provides 24 units for low to moderate income households

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

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



The annual street count was conducted in February 2025. Participation and support of monthly meetings of the Eastern Suburbs Homelessness Assertive Outreach (ESHAC) Coalition continued

Explore new approaches including partnerships to increase provision of affordable housing

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



Meetings were held with neighbouring councils regarding options for delivery of affordable housing. This option is not pursued. Discussions were also initiated with community housing providers

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		Council resolved not to proceed with the No Net Loss of Dwelling Density as a Planning Proposal.
		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 regarding the Housing Delivery Authority
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	Implement Affordable Housing Contribution Scheme Planning Proposal		Conditions of development consent requiring a monetary contribution were applied to relevant development applications.
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



Death literary initiatives organised include Dying to Know Day, An End of Life Expo, Advance Care Planning Information Session and regular Death Cafes. Social Cohesion Forum with Randwick and Woollahra Council, Antisemitism roundtable, Development of the Strategy to Combat Antisemitism and the Mayors Social Cohesion Roundtable. Council hosted two training days for the Love Bites respectful relationships program for local youth services providers. Council officers also participated and supported meetings of the Eastern Suburbs Domestic Violence Network, and the Ageing and Disability Interagency



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

Council partners with NSW Police to increase night time patrols. Four late night trading patrols were conducted in Q3 and 10 late night trading patrols in Q4



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 New Year's Eve and Australia Day

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 was completed. The program included 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 the 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
		Undertake inspections to regulate food handling, health, excessive noise and other related issues	●	184 inspections were conducted in Q3 and 68 in Q4 for a total of 252 inspections, in line with NSW Food Authority partnership agreement terms. The Sushi Program was presented at both the State and National level and has received positive feedback and interest from other councils wishing to implement the program in their LGA. Other programs implemented include the Joint NSW Health swimming pool water quality monitoring program, implementation and completion of the UPSS & Vapour Recovery Program, the Beauty and Skin Penetration Inspection Program and inspection of temporary food stalls operating at Bondi Beach markets

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. In Q3, there were 101 animal related complaints with 22 dog attack reports, 28 reports of dogs barking, 13 defecating, three dogs in prohibited areas, and 12 unleashed dogs. In Q4, Council received 89 animal related complaints with 20 dog attack reports, 24 reports of dogs barking, seven defecating, seven dogs in prohibited areas, and seven 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		Waverley climate change risk assessment and adaptation actions were prepared. The Environmental Action Plan (EAP) 2025-2035 was prepared with an updated climate scenario. Council adopted the Plan in June 2025
		Enhance community resilience through the Second Nature program and promotion of regional resilience activities		Council staff assisted and supported the Resilient Sydney Strategy, Thinker in Residence and Sydney Coastal Council activities. Through the Second Nature program, 22 newsletters and more than 40 educational events were held, reaching 3,500 community members on EAP targets, topics and actions
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. Six water safety education programs were also delivered during the year. Council participated and contributed in the Annual Coastal Safety Group/APOLA Water Safety Conference held in May 2025
		Participate in regular meetings with external stakeholders on coastal safety management issues		Council participated in 13 coastal safety group meetings held during 2024-25.

Performance measures

MEASURES	BASELINE	TARGET 2025	ACTUAL
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	85% positive community and stakeholder feedback	97% positive community and stakeholder feedback (Culture Counts 82% excellent, 15% good)
Number of new arts and events sector partnerships to facilitate growth for our cultural and creative sector	15 existing/ongoing events and program partnerships (2023)	Maintain	20 new partnerships
Number of cultural grants supported by Council	8 (2023)	10	10
Increased participation/attendance at arts and culture and events programs and activities	60% attendance (2023)	5% increase in participation/attendance rates across arts, culture and events programs	82% attendance across all Bondi Pavilion Performing Arts & Talks and Ideas events
Increased reach for arts, culture and events communications	4,795 subscribers (2023)	4% increase in enews new subscribers	46,388 enews subscribers (Waverley Weekly and Bondi Pav enews)
Number of engagements with/of local creatives and suppliers	10 (2023)	15	15
Bondi Pavilion bookings (all users)	3,000 bookings (2023-24)	Additional 200 bookings	3,350 bookings
Number of activities that promote community connection organised	25 (2023)	25	88
Community services quality accreditation rating	Met accreditation and quality rating (2022-23)	Meet accreditation and quality rating	2 x Exceeding, 4 x Meeting Accreditation & Quality Rating
Tenant and community satisfaction with social and affordable housing delivery	88% (2023)	Maintain or increase	NA
Maintain or grow number of affordable and diverse housing	24 (2022)	24	24
Number of beach safety talks	2 beach safety talks completed (2021)	6 beach safety talks	6 beach safety talks



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

STATUS



PROGRESS COMMENTS

Of the 10 buildings participating in the Building Futures Program, energy and water consumption reduction initiatives are undertaken in eight sites. Actions include:

- Investigating solar grant
- Solar installation
- Turned off commercial fan running out of hours
- Participated in Sydney WaterFIX program
- LED lighting upgrades
- Reduced hours of operation for HVAC in common areas
- Changed billing tariffs"

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



Council sought expression of interest along with eight Sydney councils to identify suppliers to provide renewable electricity products to local residents and/or businesses. These have been evaluated and is aimed to be launched in 2025-26



2.2 Rapidly reduce Council's greenhouse gas emissions

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.2.1. Increase Council's energy efficiency, uptake of renewable energy and reduce carbon 	Demonstrate leadership in green energy generation, consumption and energy saving programs	Continue to convert Council's fleet to electric	●	The electric charger infrastructure at Eastgate has been installed. All Council operational passenger vehicles have transitioned to electric vehicles
		Purchase 100% renewable electricity in the Council electricity contract and install solar on Council assets	●	Council continues to purchase 100% renewable electricity and Large Scale Generation Certificates (LGCs) through Zen Energy
		Implement the Zero Emissions and Efficiency Action Plan to reduce electricity consumption and remove gas appliances	●	The Zero Emissions and Efficiency Action Plan continues to be implemented. Gas appliances have been removed at multiple locations including the Margaret Whitlam Centre and some of Council's social housing buildings



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	●	The Marine Biodiversity Awareness campaign, which culminated in the Marine BioBlitz in March 2025 raised awareness of the impact of climate change on our coastal environment through expert talks, films and scientific collaborations. The new climate scenario was included in Environmental Action Plan 2025-2035 which was placed on public exhibition in May 2025 and adopted by Council in June 2025. The adopted document was shared with employees and the community through a systems thinking game
		Progress the Coastal Management Program	●	Stage 1 of the Coastal Management Program, sea wall assessment has been completed



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 across remnant sites to deliver the Biodiversity Action Plan- Remnant Sites. This includes weeding at Diamond Bay, Eastern Reserve, Rodney Reserve, Hugh Bamford Reserve, Tamarama Gully, Clifftop sites, Waverley Cemetery and York Road Eastern Suburbs Banksia Scrub
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	●	Regular bush regeneration was undertaken at the site to conserve the acacia terminalis. Ongoing stormwater issues at this site are being managed with a number of options for rectification being identified
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 456 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. Major planting occurred in May and June 2025 to further progress the Bronte restoration
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 Curlew Street and Charing Cross precinct upgrades to increase street tree numbers and soft landscaping areas	●	Curlew Street, between Campbell Parade and Glenayr Avenue delivered a net increase of 29 new street trees and approximately 750m2 of new soft landscaping areas. Charing Cross civil and landscape construction works commenced February 2025, with completion expected in November 2025. Grant was obtained for Curlew Street for works between Glenayr Avenue and Old South Head Road in 2025-26. Remainder of project will be delivered in 2025-26
		Continue to implement annual tree planting program in public spaces and streetscapes	●	373 street trees and 142 parks/ reserves trees were planted



2.5

Conserve water use and improve water quality

OUR STRATEGIES

2.5.1. Increase water harvesting through stormwater harvesting schemes and rainwater capture



FOUR YEAR ACTIONS

Maintain and optimise recycled water use at Varna Park, North Bondi, Bondi Park and Pavilion projects

ANNUAL ACTIVITY

Maintain and enhance recycled water use at Bondi Beach, Tamarama, Bronte, Waverley Park and Barracluff Park

STATUS



PROGRESS COMMENTS

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



WaterFix upgrades were completed at a number of Council's social housing assets and the Building Futures program. Residential Water fix was promoted through three environment newsletters and the World Environment Day social media posts

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 Curlew Street and Charing Cross streetscape upgrade



Curlew Street, between Campbell Parade and Glenayr Avenue 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



Council undertook ongoing maintenance of Council's gross pollutant traps, Stormwater Quality Improvement Devices and raingardens



2.6

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

OUR STRATEGIES

2.6.1. Respond to community concerns on overdevelopment through robust community engagement, data collection and education on planning issues



FOUR YEAR ACTIONS

Increase community engagement through methods like codesign and data collection in preparing planning controls, plans and strategies

ANNUAL ACTIVITY

Implement the Community Engagement Policy and Strategy to increase community engagement, awareness and participation in the planning process

STATUS

PROGRESS COMMENTS



The Policy and Strategy actions have been undertaken. Application of the Strategy is an ongoing exercise integrated to community engagement on plans, policies, strategies and projects. Priority projects for the year were completed

Investigate and identify community issues from the Living in Waverley survey and follow up priorities



Council produced two additional animations explaining the NSW Planning system, including What Makes a Good Development Application and understanding Voluntary Planning Agreements in response to the Living in Waverley survey findings. These animations are accessible to view by the public on Council's website. Council has also prepared a simplified brochure and webpage explaining the NSW Government Low and Mid Rise Housing Policy

Undertake community education on planning system relevant to Waverley LGA



To improve and refine planning related educational materials, Council has produced two additional animations, including What Makes a Good Development Application and an explanation on Voluntary Planning Agreements. Council has already created a simplified brochure and webpage explaining the NSW Government Low and Mid Rise Housing Policy. These resources are accessible on Council website

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 Q3, 20 building certification related applications were received and in Q4, 21 applications were received. Of the total applications received, 18 were approved, one was cancelled, nine was deferred and 13 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>		All 77 high risk pools have been followed up for compliance with the <i>Swimming Pool Act and Regulations</i> , 76 have current certificate of compliance, one has a direction 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 Q3, 30 DA fire safety referrals were received, and all referrals were completed. In Q4, 33 fire safety referrals were received and 29 were completed and four are in progress
		Undertake fire safety inspections where fire safety compliance issues are reported to Council		Council received 11 fire safety complaints, three in Q3 and eight in Q4. All complaints were investigated and follow up of three complaints is 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		In Q3, a total of 108 building inspections (including merit related inspections) were conducted on building sites and in Q4 another 108 inspections were completed
		Undertake compliance actions for illegal building works notified to Council		In Q3, 114 illegal building related complaints were received, 25 about condition of existing building, 19 were complaints about construction hours of operations, eight regarding illegal use and 41 about illegal work. In Q4, 188 illegal building related complaints were received, one was asbestos related, 41 was about condition of existing building, 30 were complaints about construction hours of operations, 18 illegal use and 87 about illegal work. A total of 270 cases were finalised and the remainder is under investigation

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

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		Study to investigate implementation was completed

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 completed and is being re-assessed against key stakeholder feedback. Further transport assessment is in progress
		Continue delivery of Curlewis Street and Charing Cross precinct upgrades		Programmed Curlewis Street and Charing Cross upgrades were completed. Works completed include upgrades between Campbell Parade and Glenayr Avenue, Stage 1-5 of the preliminary electrical works and stages 1-6 and 8 of SP1 civil works in Charing Cross
	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		Public Art DA referrals were processed on an ongoing basis during the year
		Deliver an annual program of public art as outlined in the Public Art Masterplan		The Bondi Mermaids Artwork will not progress further based on community consultation, Arts Culture and Creativity Advisory Committee feedback and Council resolution. New Public Art Masterplan projects will progress in due course. Two Council-endorsed public art projects: Waverley-Woollahra Joint Artwork commission for Christison Park, Vaucluse, and Bondi Junction Westfield Memorial artwork in collaboration with the NSW Department of Premier and Cabinet and Scentre Group are in progress

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 referrals were prepared within agreed timeframes for relevant DAs.
	Revise the Aboriginal Heritage study and prepare Management plans for all registered sites	Prepare an Aboriginal Heritage Study	▶	First stage of project is underway.
	Review heritage and character controls in strategic plans	Implement the Heritage Planning Proposal	●	Awaiting Department of Planning, Housing and Infrastructure (DPHI) 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	▶	The construction has been phased to commence following completion of the restoration of the contemplation shelters to limit construction activities in the cemetery. An integrated Development Application has been submitted to the Heritage Council of NSW and is currently being assessed
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	●	Fourteen applications were assessed for the Local Creative Collaborations Program, with six projects successful in being allocated program support (funding and venue access). The first project took was launched in June 2025, titled When the Entropy Hits by local performer Harriet Gillies. A new community support program to support sponsorship funding to local organisations, individuals, businesses and artists has been developed.



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

One hundred and seventy eight active seniors classes were organised with 2,536 attendees. Twenty school holiday programs were organised with 342 attendees

The utilisation of sport fields and recreation venues continued to be maximised by engaging with local sporting clubs and community members to inform increased access to facilities. There were 7,550 indoor and 5,400 outdoor venues' booking during the year. Council continued to enhance the school holiday programs through the addition of surfing lessons in response to customer feedback, and the recently added Pickleball sessions for seniors continued to grow in popularity.

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

Scott Street Reserve and Gilgandra Reserve Playground upgrades were completed. Sir Thomas Mitchell upgrade is nearing completion. Waverley Park Playground Stage 3 has been deferred and is fully funded under the 2025-26 capital works

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	●	The draft Walking and Bicycling Strategies were completed
	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	●	Activation of signalised bike path crossing and connection at the Curlewis Street and Campbell Parade intersection was completed in May 2025
	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	●	The Bondi Local Area Traffic Study to inform integrated transport solutions was completed
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	●	The PUDO program is now well established with new zones implemented as need is demonstrated. This has included consultation with the Access and Inclusion Committee on additional locations now implemented at both Bondi Beach and Bondi Junction



2.9

Manage traffic, transport and parking in a balanced way

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.9.1. Leverage technologies and regulations to provide better transport and parking outcomes  	Effective management of Council car parks to optimise revenue and customer experience	Evaluate the success of technology implementation in Council car parks		The system continues to operate with approximately 98% accuracy in line with service standard
	Research and implement cost-effective technology, policy and process improvements and prepare Smart Parking Management Strategy	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		Parking meters and sensors are monitored daily. Down time has reduced. Fines were issued for parking breaches including disabled parking breaches
	Ensure residential and commercial parking areas are patrolled	Patrol residential and commercial parking areas in compliance with the residential parking scheme and enforce parking regulations		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		Preparation of the draft Walking Strategy is completed and safe walking routes are integrated into the implementation aspects of the Strategy



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

Annual actions in SAMP6 and Long Term Financial Plan were delivered. Council prepared the Strategic Asset Management Plan 7, Asset Strategy, Plans, Policy and 11-year renewal plan. These documents were placed on public exhibition from 1 May to 28 May 2025 and adopted by Council on 17 July 2025

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. Asset Hierarchy is utilised as the basis of SAMP and Infrastructure Renewal program. Progression in all areas of the Asset Management Improvement Plan is underway through SAMP7 development

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 were completed for the financial year



Annual Building Renewal program was completed in June 2025

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 was completed as per the asset management strategy. Development of Data migration and Asset Management System functional design was completed

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



Preparation for asset information for migration into the Asset Management System was completed

2.10 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.10.3. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes  	Implement priority actions identified in the Property Strategy 2020–2024	Prepare the next iteration of Waverley Council Property Strategy		Council have confirmed that the objectives and key principles in the current Property Strategy continue to be appropriate and have endorsed the strategic property priorities for action for the next ten years



2.11

Move towards a sustainable waste community and a circular economy

OUR STRATEGIES

2.11.1. Deliver best practices in waste and organics collection services and maximise diversion from landfill



FOUR YEAR ACTIONS

Develop and implement the Waverley Waste Strategy in accordance with the NSW Waste and Sustainable Materials

ANNUAL ACTIVITY

Complete and implement the Waverley Waste Strategy actions to support the uptake of a circular economy

STATUS

PROGRESS COMMENTS



Preparation of the Waste Strategy is complete. The Waste Strategy has been prepared, consulted on and costed. The final Strategy will be presented to Council in 2025-26



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 that are 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 partnered with the City of Sydney and Woollahra Councils to deliver our scheduled recycling drop-off events for problem waste items. Problem waste recycling stations remain active within the Library and Customer Service Centre. More than 2.3 tonnes of electronic waste was collected
		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 12 operational cameras. Notices and fines were issued as applicable. Routine patrols of hot spot areas are conducted and a system to capture data/outcomes is implemented. In Q3 and Q4, a total of 158 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. Requests for additional street litter bins are assessed and installations arranged as required

Performance measures

MEASURES	BASELINE	TARGET 2025	ACTUAL
Asset Maintenance Ratio	102.90% (2023)	100%	NA
Infrastructure Backlog Ratio	1.09% (2023)	Less than 2%	NA
Buildings and Infrastructure Renewal Ratio	217.43% (2023)	Greater than or equal to 100%	NA
Road renewed/treated program (m2)	23,558 m2	15,000m2	26,238m2
Footpath renewed (m2)	2,162 m2	5,000m2	5,437m2
Community Venues bookings (all users)	12,000 bookings (2023-24)	Additional 300 bookings	12,950 bookings
Compliance with trading hours of businesses in target areas	27 breaches (2023)	Reduce by 10%	27 breaches
Daily and weekend patrolling in three beaches	Average 3 daily beach patrols (2023)	3 daily beach patrols	3 daily beach patrols
Percentage of food premises inspections conducted as scheduled	95% (2023)	100%	100%
Percentage of complaints acknowledged within 14 days	90% (2023)	100%	100%
Percentage of noise related complaints complete within 14 days	70% (2023)	80%	90%
Percentage of asbestos and sewage complaints completed within 14 days	40% (2023)	75%	75%
Frequency of daily patrols in dog-on-leash areas	3 (2023)	5	5
Number of reports of dogs off lead	64 (2023)	63	55
Percentage of dog attacks reported within timeframes	90% (2023)	100%	100%
Percentage of pool safety inspection program completed	30% (2023)	90%	100%
Percentage of residential and commercial areas monitored twice weekly	90% (2023)	85%	97%
Percentage of fire safety assessments submitted on time	82% (2023)	90%	90%
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	80% (2023)	80%	80%

Performance measures continued...

MEASURES	BASELINE	TARGET 2025	ACTUAL
Percentage of applications received through NSW Planning Portal checked and actioned within 10 business days from receipt	80% (2023)	80%	80%
Number of Voluntary Planning Agreements executed	3 (2022)	Maintain	3
Number of Voluntary Planning Agreements offers	11 VPAs (2023)	Maintain	10
Metres of cycleway	1,300m (2022)	Increase by 3200m	Increase by 2,105 over baseline year
Council greenhouse gas emissions	4,702 (t CO2-e) (2021-22)	2,058 (t- CO2-e)	Data available in October 2025
Community greenhouse gas emissions	517,983 (t CO2-e) (2019-20)	450,000 (t CO2-e)	418,870 (t CO2-e) for 23/24
Solar installations in Waverley LGA	7,561 KW of installed capacity (2021-22)	13,000 KW of installed capacity	14,869KW of installed capacity as at 30 June 2024
Increase in the amount of remnant vegetation in good condition	5.9 hectares (2019)	Greater than 5.9 hectares	NA
Percentage of Council's electricity demand in NSW met by renewable sources	100% (2022-23)	100%	100%
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl/yr	NA
Beach quality rating	Good rating for all three beaches (2022)	Good rating for all three beaches	Data released in late 2025
Cleaning program completed according to schedule and service standards	100% (2022-23)	100%	100%
Waste collection program completed according to schedule and standards	100% (2022-23)	100%	100%
Reduction in total residential waste collected (kgs)	331kg/per person (2023)	Reduce	322kg/per person
Revenue generated from Council's car parks	\$3,300,000 (2022-23)	\$3,588,500	\$3,581,000 (2024-25)
Number of trees planted (streetscape trees)	408 trees (2022-23)	400 trees	515 trees



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		Precincts were engaged on strategic issues such as Bronte Park and Beach Christmas Day Consultation, Bronte House Future Usage and Public Access, Footpath Seating Policy and Guidelines, proposed changes to the Waverley Development Control Plan, Planning Agreement Policy Amendments and the Petitions Policy. During the reporting period, 27 Precinct Meetings and one Combined Precincts Meeting were held
		Partner with community groups and other agencies to engage hard to reach groups on decisions impacting the community		Use of social media for targeted engagement has been incorporated during various engagements and consultations. Targeted social media communications are channelled through Council departments working directly with hard to reach groups in the community
		Organise customer service training for relevant Council staff		An elearning module on customer experience was developed and online customer service training has been implemented for all Council staff. All newly onboarded staff are required to complete an elearning module on customer experience as part of their induction

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		Council staff have leveraged a dynamic dashboard to gain customer service and performance insights. Officers have reported to the Audit Risk Committee (ARIC) on a quarterly basis sharing insights on organisational performance
		Deliver a Have Your Say pop-up at each ward for the community to engage with Council		Council facilitated four pop-ups, one across each ward with feedback received from members of the community in attendance
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	●	Easy As is our overarching marketing slogan/branding for all digital enhancements developed by Council. The Easy As campaign continues to advertise initiatives such as, our new booking system, online services and future iterative developments as part of Councils Customer Experience roadmap
		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 presented to the Audit, Risk and Improvement Committee at its meeting in March and then to the Council in April 2025. The Integrated Planning and Reporting suite of documents including the Community Strategic Plan, the Delivery Program and the Operational Plan were placed on public exhibition from 1 May to 28 May 2025 and adopted by Council on 17 June 2025
	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	●	Monthly and quarterly budget reviews were prepared and reviewed by the Executive Leadership Team. The Quarterly Budget reviews were also presented to the Council. The Annual Budget 2025-26 and Long Term Financial Plan 7(2025-2035) were placed on public exhibition from 1 May to 28 May 2025. Council adopted these documents on 17 June 2025
	Implement the Workforce Plan 2022–2026	Continue to implement priority actions in the Workforce Plan and prepare a new Workforce Plan	●	Council endorsed the Workforce Management Strategy 2025-2029 at its meeting on 17 June 2025 along with other Integrated Planning and Reporting suite of documents. The Strategy includes the Organisational Development (OD) Training Plan to ensure capability development supports strategic workforce priorities

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	●	An independent review of Council's financial sustainability was completed
		Deliver the Sustainability Leadership program to deliver environmental sustainability across the organisation	●	Procurement Policy and Procedures were updated and reviewed. In September 2024, the Executive Leadership Team reviewed and endorsed Senior Management Performance Indicators 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	●	Periodical procurement and contract audits were undertaken to assess compliance, effectiveness of the framework, policy and procedure
	Embed sustainable procurement into our activities consistent with Council's sustainability commitments	Assess integration effectiveness of circular economy principles in our sourcing activities	●	Circular economy principles were incorporated into Council's procurement and contract policy and framework. A review on circular economy/sustainability was 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 and Lifeguard Services reviews were completed. Implementation of review recommendations are in progress



3.4

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

OUR STRATEGIES

3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct



FOUR YEAR ACTIONS

Prepare and implement the Governance Framework

ANNUAL ACTIVITY

Continue to implement priority actions from the Governance Framework and review the Governance Framework

STATUS

PROGRESS COMMENTS



Actions completed include adoption of a Risk Appetite Statement, and multiple reviews such as complaint handling process, the General Manager and Council Committees delegations, policy register and Petitions Policy review. Other initiatives include improvements to internal processes to ensure Council resolutions are acted on in a timely way and privacy and records awareness training focusing on teams that handle sensitive information delivered across Council



Review Code of Conduct, Code of Meeting Practice and Councillor Expenses and Facilities Policy and Privacy policies and procedures

Review of current Code of Conduct and Code of Meeting Practice was completed. Councillor Expenses and Facilities Policy has been reviewed and will be exhibited in July 2025



Implement revised policy management process and align with legislative compliance and risk

Policy register is up to date and a revised policy management process has been implemented to ensure that policies are reviewed, approved and communicated in a consistent way



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. Councillors are regularly informed of professional development opportunities, and the Office of the Local Government circulars to keep abreast of changes in the local government space



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		Review of Asset Disposal procedure, Investment Policy, Pricing Policy, Rates & Charges Policy, Trade Debtors Policy, and Trade Debtors procedure were completed
	Implement an enterprise risk management framework	Review Business Continuity Plans, including Emergency Preparedness procedures		Business Continuity Plan was finalised, including response protocols and recovery strategies aligned with best practice
		Review and implement recommendations from the internal audit program for high risk operational activities		Review of Internal Plan was completed. The Plan addresses Council's operational risks, internal controls, governance and compliance and was tabled at the Audit, Risk and Improvement Committee meeting with findings and management responses to support continuous improvement.
		Review Council's Risk Appetite Statement (RAS)		The Risk Appetite Statement was prepared and endorsed by Council

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	●	Implementation of priority actions in the current iteration of the Fraud and Corruption Control Policy has progressed. Review of Fraud and Corruption Control Policy was completed and the next iteration of the Fraud and Corruption Plan has been developed
		Promote and inform the community on key decisions affecting the community through different communication channels	●	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. A table of Council resolutions is now published on Council's website to better inform the public of Council's decisions. 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
	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies	●	All legislative reports required by legislation were completed by 30 June 2025

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		The SAPA annualisation process has been completed, and annualised performance conversations have commenced across Council
		Continue to implement the Leadership Program for Executive, Executive Managers and Managers, including Future Leaders Program		A Leadership Development program was launched for the Executive Management Leadership Team. Six sessions were delivered with 23 leaders participating. LinkedIn Learning was launched to all leaders across Council

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 was completed and presented to the Audit, Risk and Improvement Committee in March 2025. Internal consultation of the Managing Psychosocial Safety Hazards at Work Procedure was completed on 3 April and the Consultative Committee endorsed the Plan in June 2025. One hundred and thirty people leaders attended the StateCover Psychosocial Safety Training. The draft Wellbeing Strategy is prepared following StateCover feedback sessions
		Continue to deliver health and safety wellbeing programs and activities		Skin check and flu vaccination program was offered to outdoor and indoor workers in May 2025. Onsite Employee Assistance Program debrief sessions for a critical incident response was organised in January and March 2025. Audiometric testing result project with outdoor staff, providing test results and checking personal protection equipment was completed in June 2025. Buggy Monitoring Project was organised to ensure employees are implementing the training provided, wearing seat belts and driving safely in May 2025

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		Initiatives delivered include the review of IT Operating Model and Business Engagement Model, mobilisation of multi-year ERP project and delivery of 40 projects in the ICT roadmap
		Continue to implement and undertake uplift activities to align with Mandatory 25		Completed the initial cyber maturity uplift program, aligning to the Cyber NSW Mandatory 25 requirements
		Continue to implement cyber uplift maturity program to ensure compliance with OLG Cyber Security Guidelines for Local Government		Essential 8 uplift program was completed, addressing internal cyber audit findings and recommendations.



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	●	In April 2025, the Youth Entrepreneur program was delivered for St Clares College students. This program was delivered in collaboration with the NSW Regional Industry Education Partnerships, St Clares College, XperientialAI, Bondi Innovation, Bondi and Districts Chamber of Commerce
3.5.2. Position Waverley as a future business destination and promote local businesses 	Deliver businesses services and activation activities across Waverley Deliver recognition for excellence in local business programs	Undertake a Grants Workshop for Business in conjunction with the Chamber of Commerce Continue delivering business awards to recognise excellence	● ●	In March 2025, Council organised a Grant Information Workshop with 23 registrations The Brightest and Best Awards 2024 was organised in November 2024. There were 14 categories of awards including Beauty and Wellbeing, Business Woman of the Year, Childcare & Education, Construction & Trade, Creative & Digital, Fitness & Nutrition, Healthcare and Medical, and People's Choice
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	●	The Hello Bondi website was refreshed with updated content



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 conducted and reported to 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		Council supported the Shark Tank Event in partnership with Chamber of Commerce in June 2025
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 completed

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 successfully digitised and uploaded a further 2,601 vertical files for public access in the local history reading area of the library. 14,401 cemetery records were also digitised and made available for access
	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		Further upgrades to furniture and facilities were completed as part of the Public Library Infrastructure Grant including the introduction of three customer service pods, upgraded seating, addition of four soundproof meeting pods and reconfiguration of the Children's Library area
		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 the 'Read Now' collection for the Adult and Children's libraries increasing to 10 and seven titles respectively per month resulting in more than 3,000 loans for the 2024-25 period. Weeding of the Adult and Junior non-fiction collections were completed and additional LOTE magazine subscriptions were added, including Russian language titles
		Implement the library membership plan to increase membership and engagement in alignment with the Waverley Library Operational Plan		Implementation of the Library Membership Plan to promote library services and increase engagement commenced, including social media campaigns across Council channels. Membership grew by 17% during the 2024-2025 period to a total of 27,527 active members resulting in increased visitation (9% increase) and loans (8% increase)

Performance measures

MEASURES	BASELINE	TARGET 2025	ACTUAL
Customer complaints management	81% complaints closed within SLA (2023)	85% complaints closed within SLA	81% complaints closed within SLA
Number of community engagement channels to reach diverse segments of community	8 (2023)	Maintain	8
Contact Centre- Average call handling time	3 min 39 secs (2023 Annual average result)	<3 min 30 sec (80%)	4 min
Front Counter- Average wait time	4 m 10 sec (88% < 5 mins) (Annual average result)	<5 mins (80%)	3 min 17 secs (91% < 5 mins)
Front Counter- Average service time	7 min 38 secs (2023) (Annual average result)	<7 mins 30 sec (80%)	7 min 56 secs
Contact Centre- First Call Resolution	7% transfer rate (2023)	Transfer rate (<10%)	Transfer Rate <5%
Library membership	30% of population (June 2023)	33% of population	39% of population
Library visitation	360,000 visits (2023-2024)	380,000 visits	483,249 visits
Library circulation	350,000 loans (2023-2024)	360,000 loans	414,590 loans
Number of service reviews undertaken	0 (2022)	2	2
Enterprise risks outside of risk appetite against 2022-23 baseline	57 out of 142 risks (2022-23)	Below baseline	NA
Number of leaders participating in Leadership Development Training	20 (2022)	50	142
Number of staff safety and wellbeing initiatives	15 (2022)	Increase	30
Vacancy Rate (FTE)	14.90% (2023)	Reduce	Vacancy rate for permanent and temporary positions (excluding casual positions): 11.28%
Compliance with NSW Audit Office procurement recommendations	80% (2023)	90%	100%

Performance measures continued...

MEASURES	BASELINE	TARGET 2025	ACTUAL
Maintenance or improvement in financial benchmarks			
Operating Performance Ratio	1.74% (2023)	0%	NA until Audit
Own Source Operating Revenue Ratio	81.62 (2023)	>60%	NA until Audit
Unrestricted current ratio	5.50x (2023)	1.50x	NA until Audit
Debt Service Ratio	24.41x (2023)	2.00x	NA until Audit
Rates and Annual Charges Outstanding Ratio	4.42% (2023)	4.24	NA until Audit
Cash Expense Cover Ratio	9.64 months (2023)	> 3 months	NA until Audit
Percentage return on financial investment	- 0.55% (2022)	> AusBond Bank Bill Index	The investment portfolio returned 5.32%, versus the bank bill index benchmark's 4.39%.
Number of Code of Conduct complaints received about Councillors	2 (2022)	2	3
Complaints upheld regarding fraud or corruption by Council staff	0 (2022)	0	2
Number of public interest disclosures received	1 (2022)	0	3
Number of GIPA applications received versus number of times access to information granted (in full or in part)	95% (2022-23)	90%	92%
Commercial Centre Occupancy Audit	Combined Occupancy rate of 91.7%	Maintain or improve on baseline	Improved 92.6%
No of business events or attendance	2 events, more than 250 in attendance(2023)	Maintain a minimum of 2 events and more than 250 local businesses	Best and Brightest Business Awards (200 in attendance) and Bondi Innovation Forum (100 in attendance and 200 online)
Click rate of opened business communications	More than 10 communications with average of 40.5% openings (2022)	Maintain an average of 38% opening across all communications	2 communications with an average of 42.9%
Spending in LGA	12 month spend to maintain above \$200 million (2023)	12 month spend to maintain above \$200million	\$1.8 billion visitor spend in LGA 2024. Peak spending \$298 Million Dec 2024
Number of registered businesses	39,408 businesses (2023)	Support for more than 35,000+ businesses	38,369 businesses
Occupancy rate at retail spaces	Occupancy across the LGA was an average of 93.15% (2023)	Maintain an average occupancy across LGA commercial centres above 90%	92.7% Feb 2025



WAVERLEY
COUNCIL

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CUSTOMER SERVICE CENTRE

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