

# Operational Plan

2025–2026

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# Acknowledgement and our Reconciliation Vision

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We acknowledge the Bidiagal, 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.

# Our Community Vision

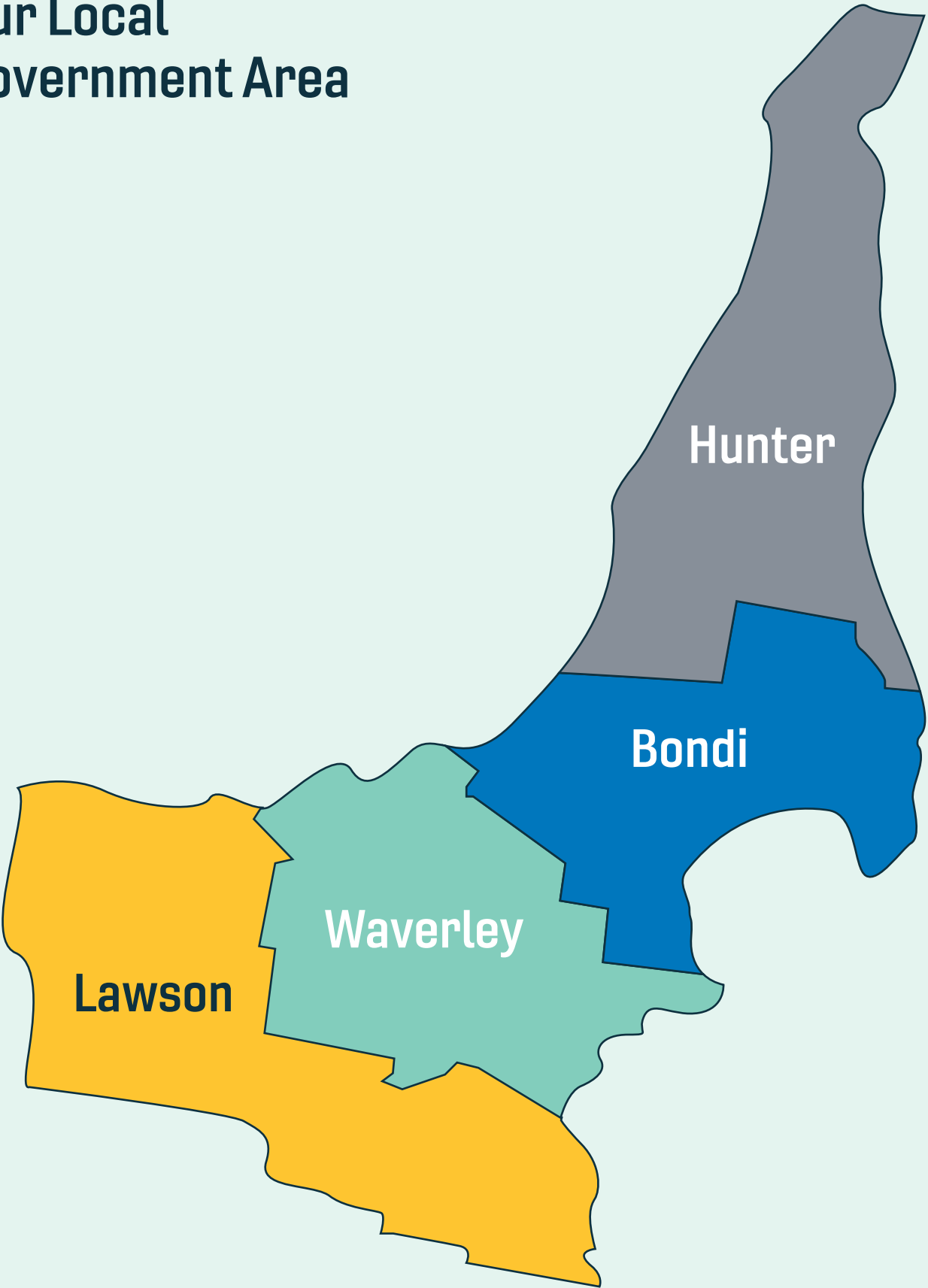
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Waverley is a vibrant and resilient community. We take care of each other, our natural environment and local places. Our community is empowered to collaborate for a sustainable and connected Waverley for future generations.





# Our Local Government Area



# Getting to Know Waverley



## Our Local Government Area<sup>1</sup>

9.2km<sup>2</sup>



### SUBURBS

Bondi	North Bondi	Queens Park	Vaucluse
Bondi Beach	Bronte	Rose Bay	Waverley
Bondi Junction	Dover Heights	Tamarama	

### ATTRACTIONS

Bondi, Bronte and Tamarama Beaches	Bronte House	Bondi Junction	Centre
Bondi Pavilion	Waverley Cemetery	Margaret Whitlam Recreation	Bronte Gully and Dudley Page Reserve
	The Coastal Walk		



**31,775<sup>2</sup>**  
Dwellings



**38,369<sup>3</sup>**  
Registered businesses

## Population

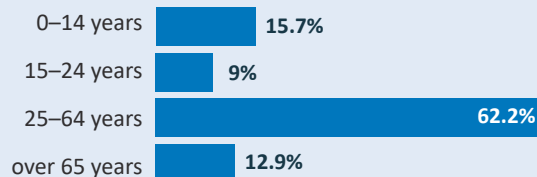
**68,605<sup>4</sup>** → **80,100<sup>5</sup>**  
Total population BY 2031  
Projected population



**7,420<sup>6</sup>** persons per sq km  
Population density

**35.5<sup>7</sup>**  
YEARS  
Median age

### Resident Ages



**279<sup>9</sup>**  
Aboriginal and Torres Strait Islander People



**28,307<sup>10</sup>**  
Overseas born residents



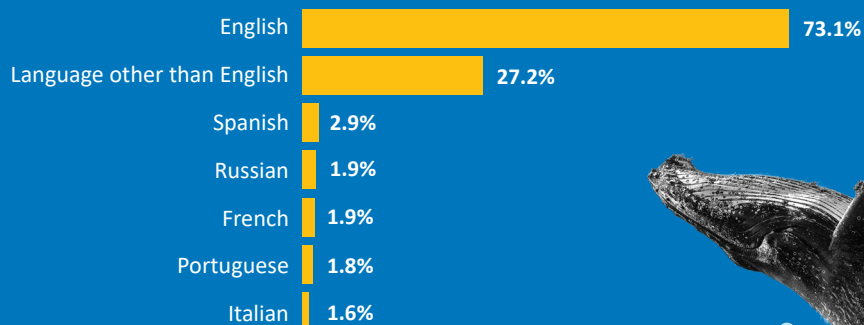
**11,009<sup>11</sup>**  
Jewish community  
16% of our total population



# Getting to Know Waverley

## Languages we speak at home<sup>12</sup>

### Resident Languages Spoken



## Education

**17<sup>14</sup>**

**SCHOOLS**

Including primary and secondary schools



**73%<sup>15</sup>**

of residents aged over 15 years have completed year 12 schooling or equivalent



**44.5%<sup>16</sup>**

of residents aged over 15 years have a Bachelor or higher degree, compared to 24.1% for Greater Sydney



**20%<sup>17</sup>**

of young people aged 15–24 years attended an educational institution, including high school and/or a higher education facility, such as TAFE or university

## Housing

**2.3<sup>18</sup>**  
**PEOPLE**

Average household size



**49%<sup>19</sup>**

Renting households

**\$670<sup>20</sup>**

Median weekly rent

**29.9%<sup>21</sup>**

Single person households

## Economy



**\$5.07 BILLION<sup>22</sup>**

Gross regional product



OVER  
**29,459<sup>23</sup>**

Jobs in Waverley



OVER  
**\$2,854<sup>24</sup>** per week

Median total income

### HIGH EMPLOYMENT SECTORS

Retail trade

Healthcare and Social Assistance

Scientific and Technical Services

Services and Education and Training

Accommodation and Food

Professional

Sources: 18, 19, 20, 21, 24 ABS Census 2021; 13 ABS Census 2016; 15, 16, 17, 22, 23 Id Profile; 14 Department of Education, The Association of Independent Schools of NSW and Council data



# A Message from our Mayor

The 2025–26 Operational Plan and Budget is my first as Mayor of Waverley Council. It sets out an ambitious and transformative roadmap to deliver on our community's aspirations and ensure a better and brighter future.

This plan is about action. We will be making significant investments in our future that will improve the quality of life we enjoy in Waverley. This investment will be supported by a prudently managed budget, with a considered plan to improve our financial sustainability. We have already achieved so much for our community. We have opened the Boot Factory and the Mill Hill Community Centre as well as the Tamarama Surf Life Saving Club and the Diamond Bay and Dover Heights boardwalks. We are making long-overdue progress on the Bronte Surf Life Saving Club and will be consulting the community on future use of our old Council Chambers site. The Bondi Junction Master Plan is an aspirational, future-orientated vision centred on a vibrant and activated mixed-use precinct that provides for additional residential accommodation as well as commercial and retail opportunities. This Master Plan will be transformative for our area and we will seek community input as part of this master planning process.



We are also leading the way in sustainability with an expansion of EV charging stations, and completing a successful FOGO (Food Organics, Garden Organics) trial, which we will roll out across the entire LGA.

Over the next year, we will complete the Charing Cross Streetscape, finalise design for the North Bondi shops and Bus Terminus upgrade, develop a design for Rose Bay North Upgrade and undertake beautification projects along Bondi Road and within Bondi Beach. These are all important steps in improving the liveability of our suburbs.

Small business is the heartbeat of our local economy. We will continue to support a diverse mix of businesses within Waverley by cutting red tape and encouraging innovation and entrepreneurship. We are committed to improving our town centres and high streets as well as encouraging a vibrant night-time economy with increased place activations. We are also determined to have more events and festivals including an expanded arts and culture program and more opportunities to enjoy our magnificent local area.

With my fellow Councillors, I am passionate about bringing this plan to life. Join me in making this vision a reality.

**Will Nemesh,**  
**Mayor of Waverley**

# A Message from our General Manager

The 2025–2026 Operational Plan and Budget represent our annual program of works and the resources to make those plans a reality throughout the upcoming financial year.

While this is a legislated requirement, it is a valuable tool to ensure we have strong plans in place for the future.

The many services and projects Waverley Council delivers for our community are guided by a framework including our Community Strategic Plan, asset management plans, legislative requirements, capital works program, a rigorous prioritisation process and most importantly above all else, community consultation.

In the past financial year, we have celebrated key milestones including the opening of the Mill Hill and Boot Factory Precinct, the Diamond Bay Boardwalk, and the much-loved upgrade to Tamarama SLSC.

We are progressing works at two of our local surf clubs, undertaking much needed upgrades to our village centres, improving parks and play spaces, and building new recreational assets for our community to enjoy.



Most of Council's \$171 million operating budget goes towards delivering high quality services to our local community including waste and recycling, cleaning and maintaining our parks, beaches and footpaths, and strategic urban planning, development assessment and economic development.

We will also continue to deliver programs and services for the community through Bondi Pavilion, Waverley Library, the Seniors Centre and our Early Childhood Centres.

Waverley Council continues to build the skills, talents and capability of our workforce, many of whom live in the area and care deeply about our home by the sea. I'm also proud of the fact that our Council supports the advancement of women. Across Council, 43% of staff are women; and the majority of our leadership team are women. We also champion opportunities for apprentices and trainees, as well as our First Nations employment initiative in partnership with the State Government.

Great customer experience is at the heart of everything we do and the feedback we receive from the community helps inform our projects and plans. Through continually improving our people and our systems, and by focusing on culture, Waverley Council aims to deliver the very best service for our community, local businesses and for our millions of visitors every year. I encourage you to keep up-to-date with Council initiatives and participate in the many opportunities throughout the year for community consultation. We deeply value the input of our residents.

Council is well-positioned for the future and to deliver on our commitments to the Waverley community and the future looks bright!

**Emily Scott,**  
**General Manager of Waverley Council**

# Our Mayor and Councillors

Waverley Council is made up of four wards – Bondi, Lawson, Waverley and Hunter – each electing three councillors.

Twelve Councillors were elected by residents and ratepayers for a four year term on 14 September 2024.

The position of Mayor and Deputy Mayor is elected by Councillors for a two year period. Councillor Will Nemesh is the current Mayor and Councillor Keri Spooner is the Deputy Mayor.

The responsibilities of Councillors are defined in the *Local Government Act 1993* and include:

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**Playing a key role in the creation and review of the Council's resources for the benefit of the area**

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**Reviewing performance, delivery of service, management plans and revenue policies of the Council**

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**Representing the interests of residents and ratepayers**

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**Providing leadership and guidance to the community**

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**Facilitating communication between the community and the Council.**

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## Council meetings and decision making

Ordinary Council meetings are held once a month, on the third Tuesday of the month. Residents are welcome to attend these meetings. Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The two Council Committees are Finance, Operations and Community Services Committee and Strategic Planning and Development Committee. Council convenes and/or supports several advisory and consultative committees, including Access and Inclusion Advisory Panel, Arts, Culture and Creativity Advisory Committee, Audit, Risk and Improvement Committee, Floodplain Management Committee, Housing Advisory Committee, Multicultural Advisory Committee, Reconciliation Action Plan Advisory Committee, Resident Parking Scheme Review Committee, Surf Life Saving Committee, Sustainability and Transport Expert Advisory Panel, Waverley Business Forum and Waverley Cycling Advisory Committee. Council and Committee meetings are minuted, with the minutes made available on Council's website shortly after each meeting.



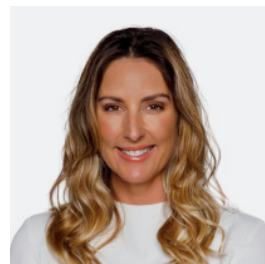
## Bondi Ward



**Dominic Wy Kanak**  
Greens



**Margaret Merten**  
Australian Labor Party



**Michelle Stephenson**  
Liberal Party of Australia

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## Hunter Ward



**Steven Lewis**  
Independent



**Dov Frazer**  
Liberal Party of Australia



**Will Nemesh**  
Mayor, Liberal Party of Australia

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## Lawson Ward



**Katherine Westwood**  
Liberal Party of Australia



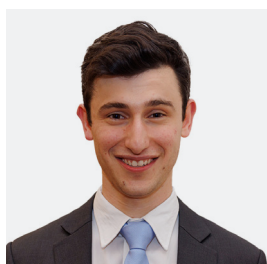
**Lauren Townsend**  
Liberal Party of Australia



**Paula Masselos**  
Australian Labor Party

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## Waverley Ward



**Joshua Spicer**  
Liberal Party of Australia



**Keri Spooner**  
Deputy Mayor, Australian Labor Party



**Ludovico Fabiano**  
Greens

# Our Vision and Values

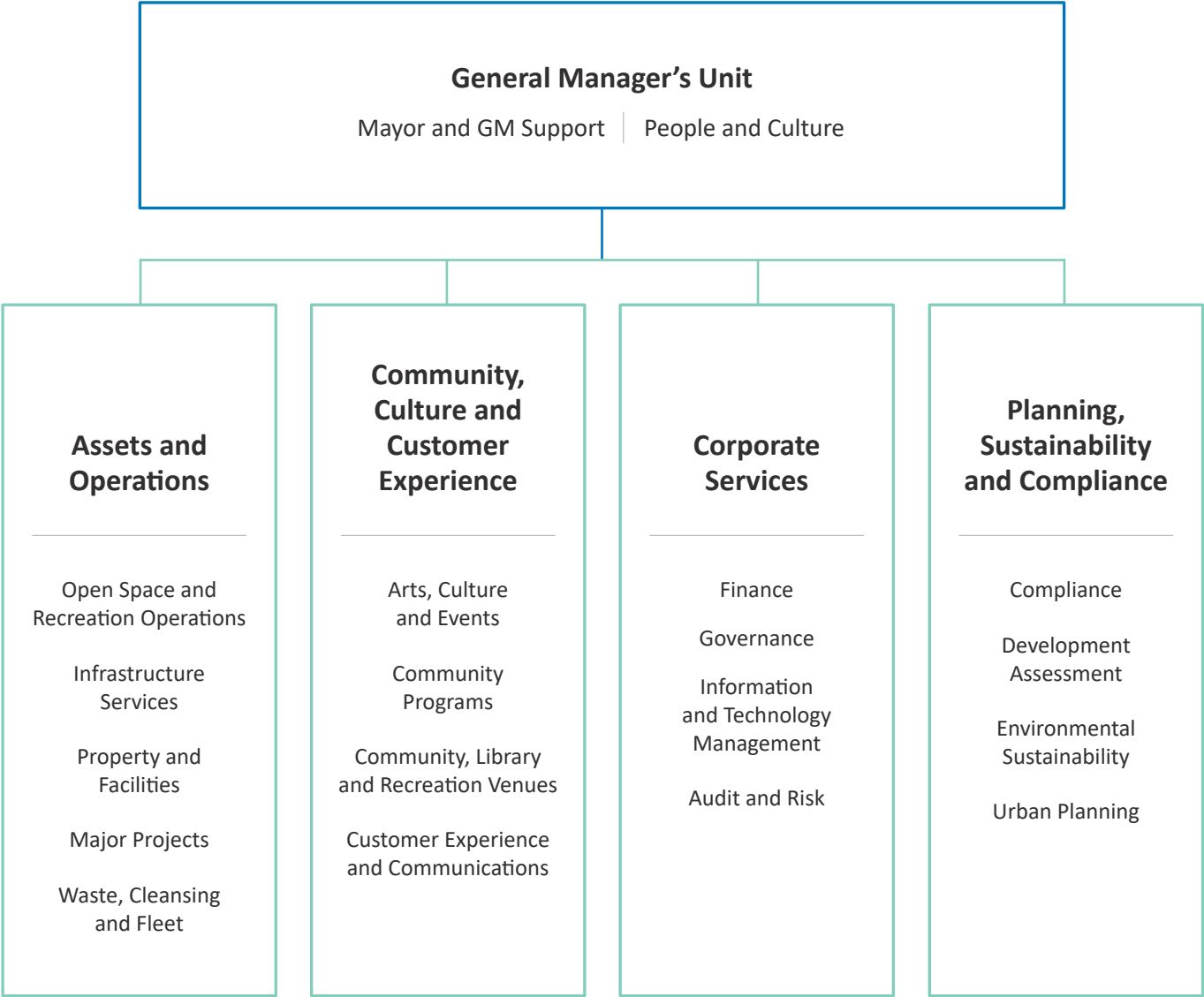
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We keep our community  
at the centre and we  
strive for excellence

**Integrity**  
**Care**  
**Respect**  
**Collaboration**  
**Innovation**



# Organisational Structure





# Waverley 2035

Following each Council election, it is our responsibility to review our Community Strategic Plan (CSP).

In 2024, Council started community engagement to inform the preparation of the new Waverley CSP which Council adopted in June 2025.

This plan sets out the Waverley community's vision for the next 10 years. The priorities our community identified guided Council in developing objectives, strategies and measures for the CSP under three themes.



## Our Three Themes

THEME

1

**People**

Our People theme focuses on a cohesive and connected Waverley community

THEME

2

**Place**

Our Place theme focuses on the natural and built environment

THEME

3

**Performance**

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

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## 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 the challenges. 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 with Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility for all.

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

We will continue to provide a wealth of arts and culture programs and events 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.

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## 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 meet 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, and 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.

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## 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.



# The Four Pillars of our Plan

Our four pillars of innovation, resilience, sustainability and partnerships underscore our three themes driving our objectives and strategies.



## Innovation

We want to be a Council that enables knowledge sharing and innovation to create a digitally connected community while ensuring accessibility for all. Our community embraces new ideas, and we want this reflected in Council services. Importantly, we acknowledge place-making principles that guide the evolution of digital modernisation and knowledge in our local area. This also extends to the repurposing of heritage buildings as locations for 21st century innovation and practice. We will position Waverley as a knowledge-driven, innovative and digitally connected community.



## Resilience

Council's Resilience Framework guides, coordinates and monitors progress across departments to realise our resilience goals of improved and equitable access and opportunity, reduced climate risks, improved social cohesion, aware and safe community and resilient assets and operations. Waverley collaborates with other metropolitan councils, the NSW Government, business and community through the Resilient Sydney program, hosted by the City of Sydney and Sydney Coastal Councils Group to strengthen our capacity to survive, adapt and thrive in the face of increasing uncertainty and disruptions.



## Sustainability

Waverley will continue to be a leader in implementing positive environmental change, reflecting community aspirations to sustainably meet the needs of the present and future generations. Council will enable and empower our local community and employees to live and work sustainably, responding to social, economic, environmental and governance changes locally, as we tackle the climate and biodiversity emergency we face globally. Council will deliver the Environmental Action Plan 2025-2035 and work to achieve net zero emissions for Council and the community and support the transition to a sustainable energy transport future. We will sustainably manage waste and materials, deliver clean beaches and waterways, enhance and protect our canopy and biodiversity and undertake sustainable procurement, events and major projects.



## Partnerships

Council has a role in implementing a range of projects, programs and services to deliver the outcomes expressed in the Waverley Community Strategic Plan. To achieve the best outcomes for the community, we need to work with various partners across the community, business, government and civil society. We will work with our partners through formal and informal partnerships. Together, we will achieve our Waverley 2035 (Community Strategic Plan 2025-35).



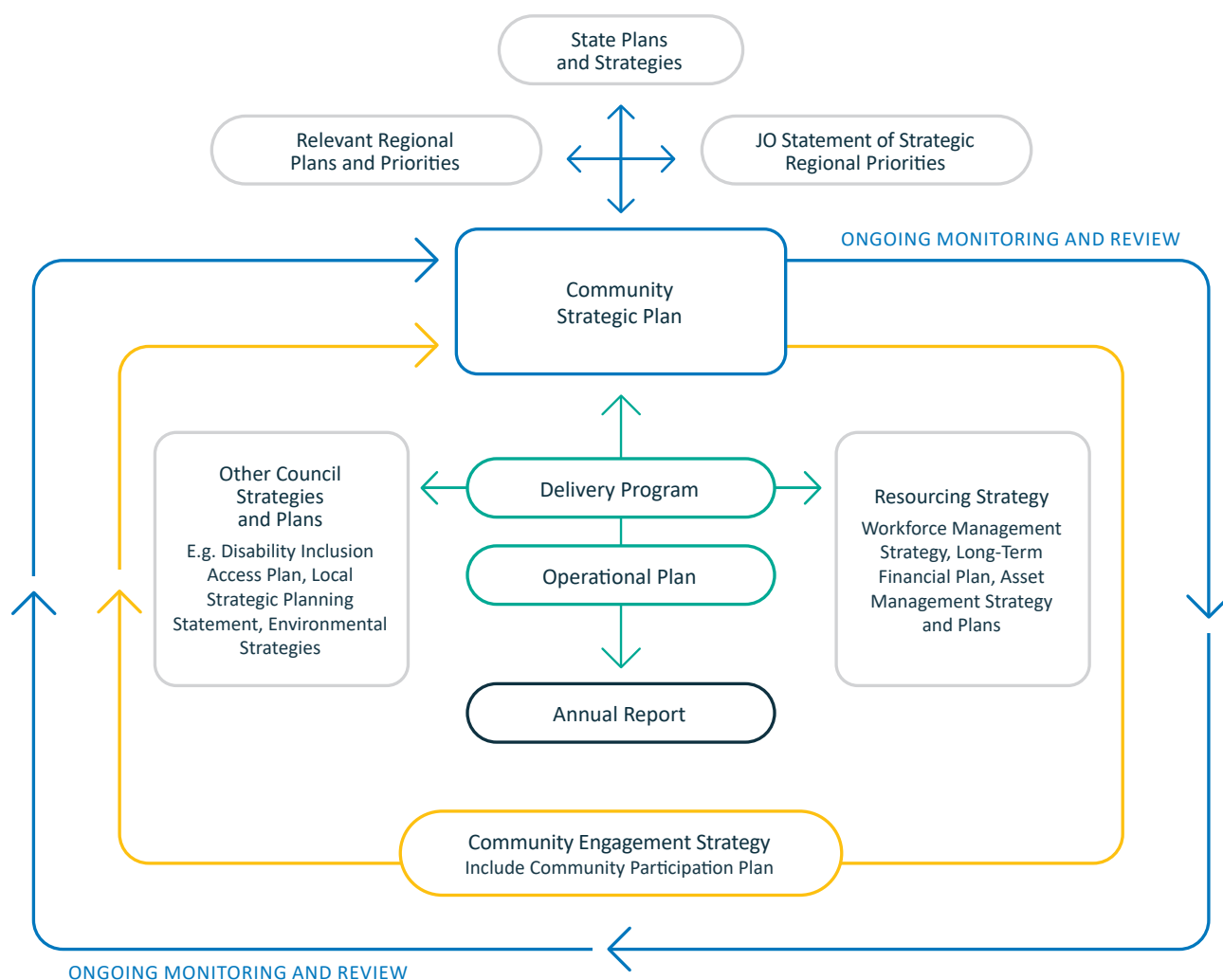
# Integrated Planning and Reporting Framework

## Community Strategic Plan

Waverley 2035 (2025–2035) is Waverley’s sixth Community Strategic Plan.

Waverley Together (2006–2018), the first community strategic plan, was adopted in 2006 as a blueprint to guide Council and the community over a 12- year period. The second iteration, Waverley Together 2 (2010–2022), was adopted in 2010 after extensive community consultation. The third iteration, Waverley Together 3 (2013–2028), is a revision and expansion of Waverley Together 2 and was adopted in 2013. The fourth iteration, Waverley Community Strategic Plan 2018–2029 was adopted in 2018. The fifth iteration, Waverley 2032 was adopted in 2022.

Under the *Local Government Act 1993*, all councils in New South Wales are required to prepare a Community Strategic Plan. The Community Strategic Plan must identify the community’s main priorities and aspirations for the future. The Community Strategic Plan should be prepared and delivered in partnership with Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community. It is the responsibility of Council to report to the community on the progress toward achieving the priorities and desired outcomes in the Community Strategic Plan regardless of Council’s influence over them. The preparation of the Community Strategic Plan is based on the Integrated Planning and Reporting framework.



Council has been a leader in this area since the legislation was introduced in 2009, having produced award-winning asset and financial management plans, and was one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation. The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future. The framework ensures long-term planning with a commitment to the community having a say in what happens in the area. The framework requires Council to take a long-term approach to decision making that considers the quadruple bottom line, social, economic, environmental and civic leadership, and the social justice principles of equity, access, participation and rights. The framework recognises that local councils have both a 'custodial and facilitating' role in initiating, preparing and maintaining the community strategic plan on behalf of the community and that they must work in partnership with other levels of government and the community to maximise capacity to make community aspirations a reality.

## Resourcing and delivering the plan

The Community Strategic Plan is the highest-level plan that identifies the community's main priorities and aspirations for the future, and the broad strategies for achieving these. While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the residents of Waverley, it is not wholly responsible for its implementation. Other partners such as State and Federal Governments and community groups have a role in delivering the long term community outcomes of this plan. Waverley Community Strategic Plan 2025–2035 has a long-term outlook and covers 10 years. It is reviewed every four years in line with the election cycle and addresses social, environmental, economic and civic leadership matters in an integrated manner.

Waverley 2029, the Delivery Program (2025–2029) is where the community's goals in the Community Strategic Plan are systematically translated into actions

that the Council will deliver. The Delivery Program is the elected Council's statement of commitment to the community. Priorities and activities are set to the goals and strategies in the Community Strategic Plan, and appropriate methods to measure the success of the Delivery Program are identified. Waverley 2026, the Operational Plan (2025–2026) sits under the Delivery Program. It lists all the actions that the Council will undertake and the annual operating budget to be applied during the year to achieve its strategic goals. To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. Council has prepared three resourcing strategies to support the delivery of the Community Strategic Plan. It consists of the Long-Term Financial Plan 7(2025–2036), Strategic Asset Management Plan 7 (2025–2036) and Workforce Management Plan (2025–2029).

## Other plans

Council has a range of plans, such as the Environment Action Plan, Reconciliation Action Plan, Disability Inclusion Action Plan, Cultural Diversity Strategy, Art and Cultural Plan and Waverley's People Movement and Places, Local Strategic Planning Statement amongst many others which also inform and support the delivery of the Waverley Community Strategic Plan.

## Monitoring the plan

The measures and targets in this plan form the basis of monitoring progress towards the achievement of the plan. All the partners in the community including residents, private sector, community organisations, visitors and other levels of government have a vital role in contributing to the plan's success. Council will be engaging the community on the indicators and targets on an ongoing basis to measure progress against these indicators. Council will monitor and report on progress against the indicators and targets every six months by reporting progress against the Operational Plan and at the end of Council term through the State of our City Report.

# Social Justice Principles

In developing the Waverley Community Strategic Plan 2025–2035, Delivery Program (2025–2029) and Operational Plan (2025–2026), Council has applied the interrelated social justice principles which are:



## 1

### Equity

There should be fairness in decision-making, prioritisation and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community

## 2

### Access

Everyone should have fair access to services, resources and opportunities to improve their quality of life

## 3

### Rights

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

## 4

### Participation

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

Social  
Justice  
Principles

# How to Read this Plan

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





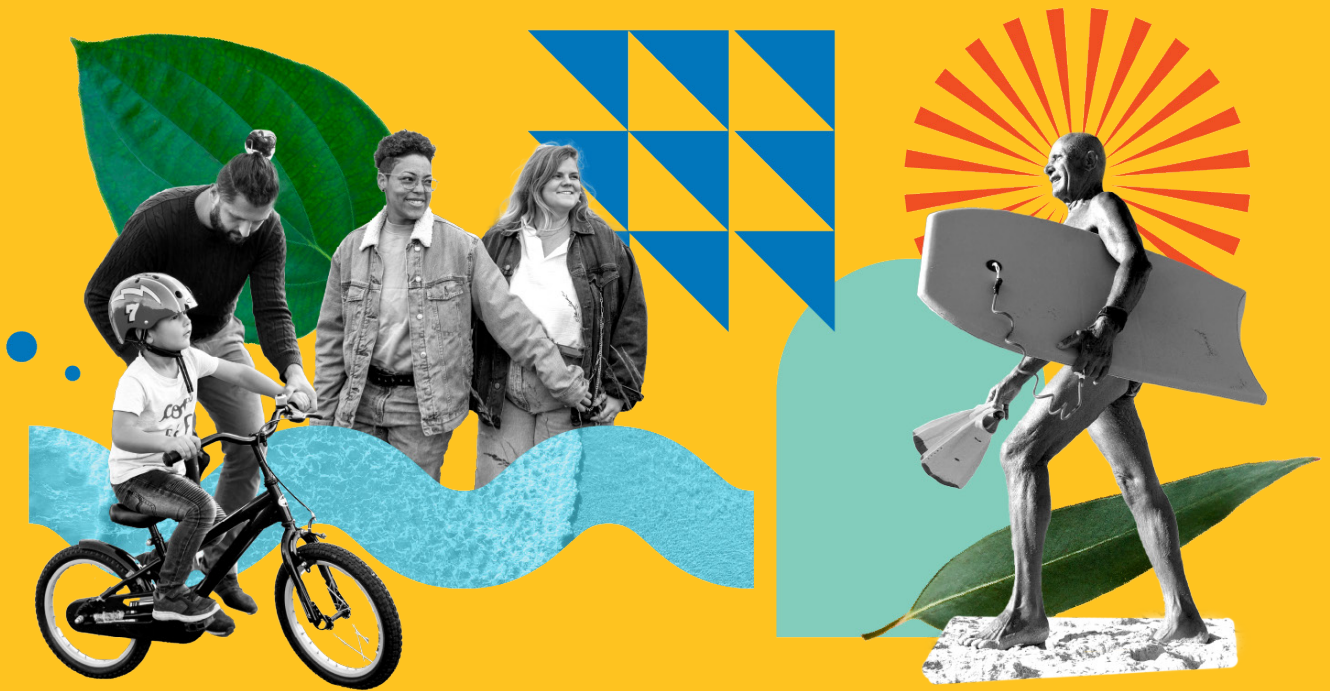
# Measuring our Progress

Performance information assists in understanding how well council is performing. It allows for evidence-based decision making that inform annual Operational Plan, Delivery Program and the longer-term Community Strategic Plan.



Performance measures can include outcomes (the actual results of programs and services), inputs (resources used), outputs (program activities) and efficiency measures (ratio of inputs to outputs).

Outcome and Outputs measures are predominantly included in Community Strategic Plan and Delivery Program. These are measured once in two years and is included in the Annual Report and the State of the City Report. Our Operational Plan includes a combination of input, output and outcome measures.



## 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 the challenges. 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 with Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility for all.

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

We will continue to provide a wealth of arts and culture programs and events 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 Context

The resident population of Waverley in 2021 was 68,605, including 274 Aboriginal and Torres Strait Islander people. More than 40% of our population was born overseas. There are 7,635 people per square kilometre, making Waverley the second most densely populated LGA in Australia, with an average of 2.27 people per dwelling.

At the last census in 2021, 26.8% of the population earned \$1,750 or more per week, and 21.6% earned less than \$500 a week compared with 14.4% and 36.1% respectively for Greater Sydney. However, despite higher incomes than other areas in Sydney, lack of affordable housing and high living costs are posing various challenges, impacting on community diversity and social cohesion. Essential workers to support local jobs in education or health care are difficult to attract to the area. Steep rent increases have also led to more financial stress and poor mental health outcomes for young people, single parents, victims of domestic violence and older retirees on low to middle incomes with limited family support. Many young families need two incomes to meet the cost of living and the demand for child care places for 0-2 year old children remains strong. Specialist support for children with additional needs is a key area of unmet need.

Major changes to the NDIS and reforms in aged care are creating uncertainty for many older people, people with disability, their carers, and loved ones. While the Waverley LGA is generally considered safe, cyber bullying, social media influences, child safety concerns, global conflict, rising inequality and intolerance along with climate risks are impacting our wider social fabric and people's perception of safety and resilience.

A strong and resilient community can adapt and respond better to challenges and threats. In partnership with others, Council's role is to support initiatives that improve people's quality of life across all ages and abilities. This safety net is critical when

the market fails to provide essential services at a reasonable price or does not respond to the needs of vulnerable or socially isolated residents.

Residents have told us they want Council to address housing affordability, promote diversity and maintain good access to services. Investment in 'social capital,' like volunteering, participatory community events, and diverse, accessible cultural and creative programs strengthen inclusion and cohesion, providing opportunities for everybody to connect and thrive. Given the challenges, this is now more important than ever. Council's arts and culture programs increase opportunities for everyone in the community, including families, people of all ages, culturally diverse communities, and people with disability to participate and connect.

Waverley Council celebrates, fosters, and increases arts and culture participation for our community and visitors through a diverse range of programs and events and recognises the importance of arts and culture to social cohesion, lifelong learning, and innovation.

Council recognises the central role that arts and culture plays in shaping and defining our community. Waverley's cultural landscape is underpinned by the rich heritage of its traditional owners, the Bidiagal, Birrabirragal and Gadigal people, and the diverse stories of our unique people and places.

Despite the challenges we are seeing in our community, most people would agree that Waverley is a great place to live, work and visit.

# People: Our Objectives

## What will we focus on?

1.1



### **Diverse and inclusive community**

Foster a diverse and inclusive community

1.2



### **Quality of life and community wellbeing**

Support quality of life and community wellbeing across the life span

1.3



### **Arts, culture and creative expression**

Promote and encourage arts, culture and creative expression and participation

1.4



### **Destination for world-class arts and culture**

Build Waverley's reputation as a destination for world-class arts and culture, and a place where local artists come to thrive

1.5



### **Protect and grow affordable housing stock**

Protect and grow the stock of affordable housing

1.6



### **Safe and resilient community**

Support a safe and resilient community that has the capacity to adapt to change



# People: Strategies

## How will we achieve our focus?



1.1

Foster a diverse and inclusive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.1.1. Facilitate equitable opportunities to strengthen participation and encourage representation of our diverse community</b>    	Implement the Waverley Reconciliation Action Plan	Support the development of the Aboriginal Heritage Study in partnership with the First Nations Advisory Committee, project control group and relevant stakeholders	Community Programs
	Develop and Implement the Disability Inclusion Action Plan (DIAP) 2026 –30	Consult on and develop Waverley's new DIAP	Community Programs
	Implement the Waverley Cultural Diversity Strategy 2021–2031	Deliver social cohesion initiatives	Community Programs
	Implement the Strategy to Combat Antisemitism	Provide capacity building opportunities for the community	Community Programs
	Actively engage and integrate the voices of young people in planning and design	Implement co-designed Youth Week and other programs for young people	Community Programs




## 1.2 Support quality of life and community wellbeing across the life span

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.2.1. Deliver high quality programs and services which support community wellbeing</b> 	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families	Maximise accessibility and utilisation and maintain National Quality Standard ratings for Council's early education and care services	Community Programs
	Deliver responsive services for older people under Aged Care Reforms	Undertake review of Seniors Centre in line with new Commonwealth Support at Home Program	Community Programs




# 1.3

## Promote and encourage arts, culture and creative expression and participation

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.3.1. Deliver programs and services that foster connection and invite creative expression and participation</b> 	<p>Prepare and implement the Waverley Arts and Cultural Plan 2027–2031</p> <hr/> <p>Deliver creative and cultural program engagement across diverse demographics and audiences</p>	<p>Review the Arts and Cultural Plan 2021–2026 and engage stakeholders to prepare the next iteration</p> <hr/> <p>Devise and deliver an arts and culture marketing and communications plan to promote and showcase local artists and talents</p> <hr/> <p>Develop and deliver unique and creative arts and culture programs that engage hard to reach audiences</p> <hr/> <p>Cultivate opportunities for ongoing connections based on special interests (E.g. Art Gallery and local creatives network)</p>	<p>Arts, Culture and Events</p> <hr/> <p>Arts, Culture and Events</p> <hr/> <p>Arts, Culture and Events</p> <hr/> <p>Arts, Culture and Events</p>
<b>1.3.2. Provide a network of affordable, fit for purpose, accessible arts and culture facilities that support cultural and creative participation, production and presentation</b> 	<p>Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met</p>	<p>Continue to optimise utilisation of Bondi Pavilion to balance competing demands of community, cultural and commercial activities</p>	<p>Community Library and Recreation Venues</p>

### 1.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.3.3. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction</b> 	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	Community Library and Recreation Venues
	Implement the Waverley Library Operational Plan	Continue to improve and refurbish physical spaces in the Library in alignment with the Waverley Library Operational Plan	Community Library and Recreation Venues
		Implement the library membership plan to increase membership and engagement in alignment with the Waverley Library Operational Plan	Community Library and Recreation Venues
		Implement the new Library Collection Development Plan and weeding program to ensure the collection is current and relevant	Community Library and Recreation Venues
		Continue to populate the Local History online platform to provide increased community access to digitised local history resources	Community Library and Recreation Venues





## 1.4

Build Waverley's reputation as a destination for world-class arts and culture, and a place where local artists come to thrive

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.4.1. Develop partnerships to facilitate growth for our cultural and creative sector</b> 	Leverage arts, and culture and events annual program to secure new cultural and community sector partnerships	Deliver annual, year-round arts and culture programming that is hyper-local and world-class, leveraging new and existing partnerships to reach diverse audiences	Arts, Culture and Events
		Identify and secure funding and sponsorship opportunities for ongoing and new events and programs that provide tangible community benefit	Arts, Culture and Events
	Grow community and event capacity to expand cultural and creative sector profile and impact	Facilitate opportunities for local creatives to pursue professional development, project work and presentation outcomes	Arts, Culture and Events



1.5

Protect and grow the stock of affordable housing

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.5.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness</b> 	<p>Deliver housing that addresses community needs</p> <hr/> <p>Partner with Eastern Suburbs Homelessness Assertive Outreach Collaborative to address street homelessness</p>	<p>Review and update Council's housing policies to ensure they are fit for purpose</p> <hr/> <p>Coordinate annual street count</p>	<p>Community Programs, Urban Planning</p> <hr/> <p>Community Programs</p>
<b>1.5.2. Grow the provision of social and affordable housing</b> 	<p>Explore opportunities to add new affordable housing stock to the program</p>	<p>Develop new affordable housing stock at 2A Edmund Street</p>	<p>Property and Facilities, Urban Planning, Community Programs</p>
<b>1.5.3. Advocate for increased diversity of housing stock that is affordable and accessible</b> 	<p>Review policies to balance future housing supply with affordable housing and greater dwelling diversity to provide housing choice</p>	<p>Investigate apartment mix controls</p>	<p>Urban Planning, Development Assessment</p>





# 1.6

Support a safe and resilient community that has the capacity to adapt to change

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.6.1. Deliver programs and services to foster social cohesion, reduce isolation, increase community connections and improve wellbeing</b> 	Partner with others and strengthen connections to build resilience, including specialist service networks, volunteering options, and grant supported initiatives	Utilise networks to activate spaces and facilitate a themed program of community engagement activities	Community Programs
		Develop communication tools to reach Waverley's diverse communities, showcase local initiatives and increase visibility of positive impacts	Community Programs
		Support connections through gardening in public spaces	Community Programs, Environmental Sustainability
	Provide community information, education and development programs	Strengthen the capacity of local services and the community to respond to community safety and wellbeing issues such as domestic violence, elder abuse, child safety, and intergenerational connections	Community Programs
		Deliver community education to improve awareness, knowledge and skills around issues of consent	Community Programs
		Facilitate a series of end of life support activities to increase people's understanding of options and choices	Community Programs
		Deliver a series of ages 0-5 parenting programs to improve capacity and confidence in families under the Targeted Early Intervention Program	Community Programs

## 1.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>1.6.2. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal management, safety and risk reduction</b> 	Improve and standardise beach safety approaches in consultation with the NSW Local Government Coastal Safety Group	Deliver beach safety management services and education programs, including Summer Safe Program	Open Spaces and Recreation Operations
		Participate in regular meetings with external stakeholders on coastal risk and safety management	Open Spaces and Recreation Operations, Environmental Sustainability
<b>1.6.3. Partner with key stakeholders to create awareness, prevent, and respond to health and safety issues</b> 	Prepare and implement strategies to support health and safety outcomes	Partner with NSW Police to respond to complaints relating to breaches of development assessment conditions for hours of operation	Compliance
		Partner with NSW Police to patrol beaches and parks during the peak season	Compliance
		Undertake inspections of food business for compliance with food safety regulations	Compliance
		Undertake daily patrols to ensure compliance with the <i>Companion Animals Act 1998</i>	Compliance



# Outcome measures

MEASURES	BASELINE	TARGET 2026	RESPONSIBILITY
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	85% positive community and stakeholder feedback	Arts, Culture and Events
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	Arts, Culture and Events
Number of cultural grants supported by Council	8 (2023)	10	Arts, Culture and Events
Increased participation/attendance at arts, culture and events programs and activities	60% attendance (2023)	5% increase in participation/attendance rates across arts, culture and events programs	Arts, Culture and Events
Growth in Local Artists Register network	165 (2024)	Grow by 8%	Arts, Culture and Events
Number of engagements with/of local creatives and suppliers	10 (2023)	15	Arts, Culture and Events
Bondi Pavilion utilisation rates (all hirers)	3,000 bookings (2023-24)	Maintain	Community, Library and Recreation Venues
Library membership	30% of population (June 2023)	35% of population	Community, Library and Recreation Venues
Library visitation	360,000 visits (2023-24)	380,000 visits	Community, Library and Recreation Venues
Library circulation	350,000 loans (2023-24)	360,000 loans	Community, Library and Recreation Venues
Tenant satisfaction with Council's affordable housing portfolio	88% satisfaction rating (2023-24)	Maintain	Community Programs
Children and Family Services – Early Education Centre and Family Day Care National Quality Standards	Meeting Rating (2024)	Maintain	Community Programs
Children and Family Services – Early Education Centre and Family Day Care Utilisation	94% (2024)	Maintain 90%	Community Programs
Number of activities/programs improving social cohesion and community connections	25(2024)	Maintain	Community Programs
Waverley Community and Seniors Centre utilisation	Average of 850 monthly attendances (2024)	Maintain	Community Programs



## Theme 2: Place

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 meet 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, and 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 Context

Waverley has an amazing coast and beaches that locals and visitors love. Bondi Junction is an active employment and commercial centre recognised as a strategic regional centre with excellent public transport connections. This status is important in terms of future planning for infrastructure and services at the state level.

With a high density of population of 7,420 persons per sq km in 9.2 km<sup>2</sup>, there is a need to continue to provide more housing to accommodate future population growth in Sydney more broadly.

Council has always been committed to managing development in the local area. Managing development relies on strategic land use planning to create the vision, development standards and controls that govern how an area should develop. Managing the impacts of development recognises the importance of preserving and protecting the local area's character, density, heritage, and culture while guiding appropriate change as we move into the future.

Waverley is a highly developed area, the second most densely populated local government area in Australia. The state government has goals for urban intensification and accommodating development, and future growth is allocated to Waverley. Council's planning tools attempt to accommodate this growth in areas in ways most appropriate to the Waverley urban fabric and the interests of residents.

Council recognises the importance of improving transport, to make it more accessible, enjoyable, safe, connected, and sustainable. Half of all trips undertaken in Waverley are by walking, cycling, and public transport, which is much higher than the Sydney average, and the 333 bus the busiest in Sydney.

Not only does Waverley have work and school travel congestion at peak hours during the week, but visitor destinations such as Bondi Beach have congestion on weekends and public holidays. While residents call for more parking, the more car parking available, the more car travel will be encouraged, and congestion will ensue.

Transport measures considered for Waverley include more significant infrastructure investment to support public transport, establishing a comprehensive public electric vehicle (EV) charging network, and mobility-as-a-service initiatives that support shared transport solutions.

Waverley's climate is changing, with higher temperatures year on year, increasing sea levels, shifting seasonality and more frequent and extreme weather events. These impacts create risks for our environment, economy and community which we must prepare for and adapt to, including accelerated degradation to assets and facilities, coastal inundation and localised flooding, and extended heat waves impacting our vulnerable communities and biodiversity. The Waverley community is engaged and passionate about sustainability and protecting their local environment, and Council aims to be a leader in environmental sustainability. This is reflected in ambitious environmental targets for greenhouse gas (GHG) emissions, water use, water quality, waste and recycling, canopy, and greening and remnant bushland. These targets are for Council's operations and the entire Local Government Area.

For example, Council has a Cooling and Greening Strategy to protect and restore canopy and vegetation cover to 35% supported by a Tree Management Policy and Development Controls. Council enacts comprehensive Parks Plans of Management (POM) for our main parks and beaches and has improved our streetscapes with additional plantings, rain gardens and trees.

Providing recreation and open public spaces that meet community expectations is incredibly important. Council has approximately 100 hectares of open space, over 132km of roads, 246km of Kerb & Gutter and 222km of footpaths used by 72,000 residents, 27,000 workers and more than 3,000,000 tourists annually. We aspire to be a Council that is a leader and innovator for sustainable cities and communities.

While it is difficult to obtain more space for infrastructure expansion and amenity enhancement, Council is investing in improving amenity and infrastructure on existing land and at existing facilities. Council has a range of plans and projects for this purpose, from new and improved playgrounds and parks to better organised and new community facilities.

Service expectations of Council are rising. Residents desire high standards in infrastructure and urban amenities. Technology and material advancements along with ease of travel and online access to initiatives and improvements elsewhere mean local neighbourhoods, public spaces and facilities, not to mention means of interacting with Council, are readily compared to the latest innovations and designs worldwide.'

# Place: Our Objectives

## What will we focus on?

2.1



### Climate resilience and reduce greenhouse gas emissions

Waverley is an innovative leader in climate resilience, reducing emissions and managing climate risks

2.2



### Biodiversity

Waverley is restoring and protecting and improving our natural environment, canopy cover, habitat areas and coast

2.3



### Manage development

Manage impacts of development to protect the heritage, liveability and local character of the LGA

2.4



### Traffic, transport and parking

Provide accessible and sustainable transport infrastructure and manage transport, traffic and parking in a balanced manner

2.5



### Safe and accessible open spaces

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

2.6



### Accessible and sustainable assets

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

2.7



### Sustainable waste and organics collection

Deliver best practice waste and organics collection services and maximise diversion from landfill

2.8



### Clean and litter-free public spaces

Keep public spaces, clean and litter-free



# Place: Strategies

## How will we achieve our focus?



### 2.1

Waverley is an innovative leader in climate resilience, reducing emissions and managing climate risks

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.1.1. Continue to reduce GHG emissions to achieve net zero emissions for Council by 2030</b>    	Implement actions to reduce Council greenhouse gas emissions	Purchase 100% renewable energy and optimise energy use	Environmental Sustainability
		Continue the transition of Council's passenger fleet to electric vehicles where suitable vehicles are available	Waste, Cleansing and Fleet
		Measure and report on scope 1, 2, and 3 emissions	Environmental Sustainability
<b>2.1.2. Support GHG reductions to achieve net zero emissions for the community by 2035</b>    	Enable sustainability and resilience upgrades in the built environment and assist local businesses in optimising energy use	Deliver Building Futures program to reduce energy use and increase solar in apartments in Waverley	Environmental Sustainability
		Support electrification and solar installation on homes, businesses and community buildings	Environmental Sustainability, Urban Planning
	Continue to deliver the Net Zero Alliance to enable businesses and the local community to reduce greenhouse gas emissions.	Facilitate the local community to purchase 100% renewable electricity	Environmental Sustainability
<b>2.1.3. Ensure Waverley's assets and community are resilient to climate change impacts</b>    	Assess and address climate impacts to improve resilience of assets and support our community to adapt	Progress the Coastal Management Plan (CMP) to stage 3, including seawall and coastal inundation vulnerability assessments to ensure the long term resilience of our coast	Environmental Sustainability, Infrastructure Services
		Engage community to build local preparedness to extreme events through the Waverley Resilience Framework	Environmental Sustainability
		Revise and implement Climate Change Risk Assessment and Adaptation plan	Environmental Sustainability





## 2.2

Waverley is restoring, protecting and improving our natural environment, canopy cover, habitat areas and coast

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.2.1. Protect and increase our biodiversity, parks, urban canopy cover and habitat areas</b> 	Improve the condition of non-remnant native vegetation on public land and reinstate indigenous vegetation in Councils' parks and reserves	Continue to implement the restoration of Bronte Gully and Tamarama Gully	Environmental Sustainability, Infrastructure Services
		Deliver the Biodiversity Action Plan- Remnant Sites to protect remnant vegetation and threatened species and plant communities	Environmental Sustainability
		Deliver the bushcare volunteer program to engage the local community and improve local biodiversity	Environmental Sustainability
	Increase community stewardship of natural environment	Deliver the Living Connections Program and support community gardening opportunities	Environmental Sustainability
	Implement the Urban Greening and Cooling Strategy	Continue to implement the annual tree planting program in public spaces and streetscapes	Open Spaces and Recreation Operations, Environmental Sustainability

## 2.2 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.2.2. Improve water efficiency and water quality</b> 	Improve water quality and conserve and secure local water supplies	Work with Sydney Water to progress the Diamond Bay Vaucluse Refresh project to reduce untreated effluent reaching our coast	Environmental Sustainability, Infrastructure Services
		Maintain storm water quality improvement devices including Gross Pollutant Traps (GPTs) and raingardens	Environmental Sustainability, Infrastructure Services
		Continue to minimise potable water use through recycled water systems at Bondi, Tamarama, Bronte, Barracluff Park and Waverley Park	Environmental Sustainability, Infrastructure Services
<b>2.2.3. Support the community to address environmental issues</b> 	Deliver engaging environmental education programs and projects and champion community environmental action	Deliver monthly news, educational events and support the community to take local environmental actions	Environmental Sustainability




## 2.3

Manage impacts of development to protect the heritage, liveability and local character of the LGA



OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.3.1. Respond to community concerns on development through robust community engagement, data collection and education on planning issues</b> 	Enhance community engagement and educate on planning processes	Undertake community education on planning matters such as development assessment lodgement, affordable housing, Voluntary Planning Agreement process, and processes of the Land and Environment Court	Mayor and GM Support, Urban Planning, Development Assessment, Customer Experience and Communications
		Expand and educate residents on the Book a Planner service to improve the quality of planning applications	Development Assessment
		Undertake a follow up survey of the community experience of the impacts of development on Waverley	Mayor and GM Support
<b>2.3.2. Ensure new development provides high standard of design quality and does not unreasonably impact the amenity of neighbours or the wider community</b> 	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 environmental planning instruments and legislation	Urban Planning, Development Assessment
	Provide timely determinations of applications for development	Implement assessment procedures that deliver high quality outcomes and efficient determination	Development Assessment
	Ensure new development demonstrates design quality and excellence	Review the criteria for referral of development applications to the Design Excellence Panel	Development Assessment
	Ensure the community infrastructure needs of the incoming population is planned	Review and update Voluntary Planning Agreement Policy to ensure the principle of value sharing /value capture is maintained	Urban Planning
		Assess and deliver public benefits from Voluntary Planning Agreements	Urban Planning
	Review and update planning controls/strategies	Update planning controls annually	Urban Planning

## 2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.3.3. Ensure development is undertaken in accordance with required approvals</b> 	Ensure development meets the requirements of the development consent and relevant legislation	Respond to complaints for breaches of development application in relation to illegal use	Compliance
	Provide efficient and professional pool certification	Undertake swimming pool inspections in compliance with the <i>Swimming Pool Act 1992 and Regulation 2018</i>	Compliance
	Ensure buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	Compliance
		Undertake fire safety inspections where fire safety compliance issues are reported to Council	Compliance
	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	Compliance
		Undertake compliance actions for illegal building works notified to Council	Compliance



## 2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.3.4. Create vibrant, liveable and accessible mixed-use centres</b> 	Prepare and implement Bondi Junction Master Plan	Prepare and consult the community on the Bondi Junction Vision and Master Plan	Urban Planning
	Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036	Complete Charing Cross Streetscape	Major Projects, Infrastructure Services
		Finalise design for North Bondi shops and Bus Terminus upgrade	Major Projects, Infrastructure Services
		Develop design for Rosebay North Upgrade	Major Projects, Infrastructure Services
	Ensure street infrastructure is comprehensively equipped to support decorative and program-led enhancements	Enhance place management outcomes through Planning Agreements, Development Application requirements and arts and culture programs	Arts, Culture and Events, Urban Planning, Development Assessment, Infrastructure Services
		Deliver an annual program of public art as outlined in the Public Art Masterplan	Arts, Culture and Events
<b>2.3.5. Celebrate, enhance and protect Waverley's heritage and character</b> 	Implement the Waverley Heritage Policy	Provide a heritage referral service for relevant DAs and assess heritage impacts for planning proposals, strategic studies, infrastructure or capital works as required	Urban Planning
		Investigate opportunities to further strengthen planning controls for the retention or adaptation of existing Inter-War Art deco buildings	Urban Planning
		Organise an annual heritage and design awards program	Urban Planning
	Implement the Aboriginal Heritage Study	Prepare the Aboriginal Cultural Heritage history of the LGA and Eastern Beaches	Urban Planning
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Deliver Quinn Road Memorialisation Wall Project to provide additional high quality ash internment sites	Major Projects, Property and Facilities



## 2.4

Provide accessible and sustainable transport infrastructure and manage transport, traffic and parking in a balanced manner

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.4.1. Deliver an integrated transport solution that balances the needs of pedestrians, bike, public and private transport users</b> 	Work with partners and advocate for improved public transport in line with the State Bus Industry Taskforce recommendations	Deliver accessible new bus shelter and improve bus zones for enhanced bus priority	Infrastructure Services
		Assess bus delay hotspots and identify potential opportunities for improvements	Infrastructure Services
		Finalise design for North Bondi shops and Bus Terminus upgrade	Major Projects, Infrastructure Services
	Prepare and Implement the Bike Strategy	Consult on and finalise the Bike Strategy and commence delivery of priority actions	Infrastructure Services
		Identify and implement designated parking locations for share bikes	Infrastructure Services
		Complete delivery of the Curlewis Street separated bike facility between Glenayr Avenue and Old South Head Road	Infrastructure Services
		Commence planning to deliver first Quietway	Infrastructure Services
	Prepare and implement the Walking Strategy	Consult on and finalise the Walking Strategy and commence delivery of priority actions	Infrastructure Services
		Commence delivery of two priority locations identified in the Walking Strategy	Infrastructure Services
		Develop and implement a new kerb ramp program	Infrastructure Services
		Deliver one street activation project	Infrastructure Services
	Promote road and active transport safety and education	Prepare a safety and travel behaviour progress report and develop two promotional/educational campaigns including the Safe Walking to School Program	Infrastructure Services

## 2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.4.2. Manage congestion, improve safety, and deliver traffic calming opportunities to ensure a safe network for all users</b> 	Implement 40km/hour speed limit changes in areas north of Bondi Road	Undertake Hunter Ward Local Area Traffic Management Study	Infrastructure Services
	Complete implementation of the Bondi Local Area Traffic Management projects	Implement key Bondi Local Area Traffic Management Study projects	Infrastructure Services
	Deliver traffic calming initiatives	Deliver priority location traffic calming and safety projects at Leichhardt Street, Ruthven Street, Grafton Street, Murrivierie Road, and Hewlett Street	Infrastructure Services
		Prepare and implement a traffic calming policy project to better manage and prioritise suitable streets	Infrastructure Services
<b>2.4.3. Manage parking supply and demand to balance efficient and equitable outcomes</b> 	Implement the outcomes of the Resident Parking Scheme reviews	Complete the Resident Parking Scheme review process and commence implementation	Infrastructure Services
	Implement smart parking technology in alignment with Resident Parking Scheme outcomes	Scope the needs and opportunities associated with smart parking technology	Infrastructure Services
	Manage kerbside space, development, and construction activities considering multiple user needs	Develop driveway clearance, access, and manoeuvrability technical guideline	Infrastructure Services
<b>2.4.4. Optimise efficiency of parking sensors and parking metres to provide better transport and parking outcomes</b> 	Maintain cost-effective technology, policy and process improvements	Maintain and monitor parking sensors to ensure complete 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	Compliance
	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	Compliance



## 2.5

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.5.1. Increase the capacity of existing active recreation spaces through embellishment and upgrade works</b> 	Deliver park upgrades in line with Parks Plan of Management and the Open Space and Recreation Strategy	Deliver Waverley Park Stage 3 upgrades – Intergenerational Fitness Station	Infrastructure Services, Major Projects
		Design, consult and commence construction of a half court basket ball court at Bondi Park	Infrastructure Services, Major Projects
<b>2.5.2. Provide safe, accessible and diverse spaces and facilities for different users</b> 	Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles	Continue to deliver a range of safe and accessible recreation programs to promote active and healthy lifestyles	Community Library and Recreation Venues
		Develop strategy and funding plan to deliver accessibility improvements for Bondi to Bronte Coastwalk	Infrastructure Services, Major Projects
		Complete the Bondi Park Stage 3 lighting upgrades	Infrastructure Services, Major Projects
		Implement SAMP park lighting replacements	Infrastructure Services
		Continue to optimise the utilisation of community venues, sports fields and recreation facilities to balance competing demands of community, organised and commercial activities	Community Library and Recreation Venues



## 2.6

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.6.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community</b> 	Implement the Strategic Asset Management Plan 7	Deliver SAMP7 Renewal Program	Infrastructure Services, Property and Facilities
		Deliver proactive maintenance activities to ensure all building and civil infrastructure assets meet standards	Open Spaces and Recreational Operations, Property and Facilities
	Implement the Asset Management Improvement Plan as noted in SAMP 7	Prepare the asset criticality framework to mature asset management risk and resilience	Infrastructure Services
		Establish and document proactive asset inspection programs across all assets, including identified critical assets	Infrastructure Services
<b>2.6.2. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes</b> 	Prepare and implement the next iteration of the Property Strategy	Identify key projects for Strategic Property Review Committee and Council consideration for inclusion in the next iteration of the Waverley Council Property Strategy	Property and Facilities
		Consult on and finalise the the Council Chambers on Bondi Road site plan	Property and Facilities
		Implement the outcomes of the Bondi Pavilion- Optimal Space Utilisation review	Property and Facilities





## 2.7

### Deliver best practice waste and organics collection services and maximise diversion from landfill

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.7.1. Deliver a pathway to achieving zero waste to landfill and increasing circularity by providing access to waste management and avoidance services that are attractive and accessible to our community.</b> 	Finalise and deliver the medium term actions in the Resource Recovery and Waste Strategy	Finalise the Resource Recovery and Waste Strategy- Towards a Circular and Zero Waste Community 2025-2032	Environmental Sustainability, Waste, Cleansing and Fleet
		Deliver the Compost Revolution Program to facilitate composting and worm farming	Environmental Sustainability
	Deliver a best practice 3-bin waste, recycling and organics service	Roll out in-truck equipment for waste system including, tablets, radio frequency identification readers and additional cameras	Waste, Cleansing and Fleet
	Secure Food Organics Garden Organics (FOGO) processing options for domestic and commercial FOGO material	Partner with Southern Sydney Regional Organisation of Councils on joint FOGO processing procurement	Waste, Cleansing and Fleet
	Embed circular economy practices across Council and community	Engage businesses to improve circular economy practices and decrease waste going to landfill	Environmental Sustainability
	Continue to implement Recycling and Contamination Improvement Program	Develop and deliver community education and engagement projects to increase the recovery of recyclables in the garbage stream	Waste, Cleansing and Fleet
	Implement a FOGO collection service for residents	Expand trial FOGO service in selected locations and continue to monitor waste stream to determine strategies to improve contamination and service uptake	Waste, Cleansing and Fleet
<b>2.7.2. Foster improved problem waste management</b> 	Provide waste collection points and recovery programs for problem waste items	Provide problem waste drop off events for residents and promote local problem waste drop off services	Environmental Sustainability, Waste, Cleansing and Fleet
		Implement a home collection and recycling service for problem waste including batteries, soft plastics, e-waste, clothing, and lightbulbs	Waste, Cleansing and Fleet



## 2.8

Keep public spaces,  
clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>2.8.1. Reduce litter and Illegal dumping across Waverley through education and enforcement</b>  	Deliver litter and illegal dumping enforcement program	Actively patrol and undertake complaint investigations to enforce and reduce illegal dumping	Compliance
	Provide network of infrastructure to reduce litter	Deliver education campaign on litter management and prevention	Waste, Cleansing and Fleet
		Optimise public place bin infrastructure in line with changes to the Waverley streetscape	Waste, Cleansing and Fleet, Open Space and Recreation Operations

# Outcome measures

MEASURES	BASELINE	TARGET 2026	RESPONSIBILITY
Percentage of residents walking	36% (2024)	37%	Infrastructure Services
Average daily distance travelled by residents (per capita)	11.5 (2024)	11.3	Infrastructure Services
Community Venues bookings (all users)	12,000 bookings (2023–24)	Maintain	Community, Library and Recreation Venues
Overall customer experience rating of community venues	4.0 stars out of 5 (regular hirers survey results 2022)	Maintain	Community, Library and Recreation Venues
Percentage of Voluntary Planning Agreement funds allocated to infrastructure upgrade	75% (2024)	75% or more	Urban Planning
Percentage of complaints investigated within Service Level Agreement (SLA)	90% (2023–24)	90% of complaints investigated within SLA	Compliance
Number of patrols	15 patrols per annum (2023–24)	15 patrols per annum	Compliance
Percentage of food premises inspections conducted as scheduled	100% (2023–24)	100%	Compliance
Frequency of daily patrols in LGA areas	3 per day (2023–24)	3 per day	Compliance
Percentage of dogs off lead complaints investigated within SLA	95% (2023–24)	95% of reports of dogs off lead complaints investigated within SLA	Compliance
Percentage of dog attacks reported within timeframes	100% of dog attacks responded to within SLA (2023–24)	100%	Compliance
Number of complaints for illegal use investigated	95% of complaints to be investigated within SLA (2023–24)	95%	Compliance
Percentage of pool safety inspection program completed	100% of high risk pools (2023–24)	100% of pools part of the program	Compliance
Number of DA referrals completed on time (fire safety)	90% (2023–24)	90% assessed within SLA	Compliance

## Outcome measures continued...

MEASURES	BASELINE	TARGET 2026	RESPONSIBILITY
Number of fire safety related complaints completed within SLA	100% (2023–24)	100% completed within SLA	Compliance
Number of proactive patrols	35 per year (2023–24)	90% of baseline	Compliance
Number of complaints related to illegal building works completed within SLA	90% (2023–24)	90% investigated within SLA	Compliance
Number of sensors and meters repaired	95% sensors to be functioning at all times (2023–24)	95% baseline	Compliance
Frequency of patrols (residential and commercial)	85% (2023–24)	85% residential and commercial are monitored twice weekly	Compliance
Number of illegal dumping complaints received and completed within SLA	90% (2023–24)	90% of complaints investigated with SLAs	Compliance
Council greenhouse gas emissions	1,731 (t CO2-e) (2023–24)	1,400 (t CO2-e) in 2026	Environmental Sustainability
Community greenhouse gas emissions	419,870 (t CO2-e) (2023–24)	374,697 (t CO2-e)	Environmental Sustainability
Solar installations in Waverley LGA	14,869 kW of installed capacity (2023–24)	18,000 kW of installed capacity	Environmental Sustainability
Percentage of Council's electricity demand in NSW met by renewable sources	100% (2023–24)	100%	Environmental Sustainability
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl	Environmental Sustainability
Beach quality rating	Good (2023–24)	Good	Environmental Sustainability
Amount of remnant vegetation in Waverley is maintained	6 hectares (2025)	Greater than 6 hectares	Environmental Sustainability
Increase in the amount of remnant vegetation in good condition	14% of remnant vegetation in good condition (2020)	15% of remnant vegetation in good condition	Environmental Sustainability
Street and Park Trees planted annually	499 (2024)	400 trees	Environmental Sustainability
Waste diverted from landfill	58%(2020–21)	58%	Waste, Cleansing and Fleet

## Outcome measures continued...

MEASURES	BASELINE	TARGET 2026	RESPONSIBILITY
Reduction in total residential waste per capita	195.31kg/capita (2023–24)	190 kg/capita	Waste, Cleansing and Fleet
Road renewed/treated program (m2)	28,034m2 (2024)	15,000m2	Infrastructure Services
Footpath renewed (m2)	2,946m2 (2024)	5,000m2	Infrastructure Services
Buildings and infrastructure renewals ratio	254.14% (2024)	>100%	Infrastructure Services, Property and Facilities
Infrastructure backlog ratio	1.07% (2024)	<2.00%	Infrastructure Services
Asset maintenance ratio	100.85%(2024)	> 100.00%	Infrastructure Services
Cost to bring assets to agreed service level	0.39% (2024)	0.25%	Infrastructure Services
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	85% (2024)	80%	Development Assessment





## 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 Context

Community expectations of value for money Council services is rising. Our residents desire high standards in infrastructure and urban amenities. Technology and material advancements along with ease of travel and online access mean local neighbourhoods, public spaces and facilities, and ways of interacting with Council, are readily compared to the latest innovations and designs worldwide.

Council makes substantial investments in upgrading services and infrastructure. However, Council is constrained in its revenue raising capacity by rate pegging and legislative controls over some fees and charges.

Council has sufficient cash reserves to fund the ongoing operations of Council. However, there has been an increase in operational costs and work is underway to improve financial sustainability through total cost review and service delivery model to ensure any future economic shocks will not cause large deficits in our operating performance ratio. Council also ensures efficient and responsible resource management through continual monitoring and improvement of energy and water efficiency, sustainable procurement standards and minimising waste in Council's operations and event management.

Council is committed to innovation in customer service by implementing a customer experience strategy, a community engagement strategy, and an ICT modernisation strategy that will create a step change in the way people can engage with Council and receive services, as well as deliver operational efficiencies. These programs are anticipated to provide significant returns on investment and create smooth, responsive access to Council for residents and visitors.

Community engagement and community voice will be central to decision-making. The International Association for Public Participation principles are embedded in our Engagement Strategy, and

consultation will be central to the implementation of programs and projects. Our communication channels will continually be enhanced and contain measurement and feedback loops.

Council will continue to engage the community on service level preferences and the costs of those preferences. It will examine its own operations for opportunities to provide services more cost effectively. Where community expectations are likely to exceed current revenue sources, Council may look at ways to enhance revenue to meet demand.

Our local economy has more than 38,369 registered businesses. More than 90% of the registered businesses are small businesses. The annual visitor spending in Waverley (2023–24 Sept-Aug) is \$1.801 billion (66.9% of the total expenditure) and the resident local spend is \$889.8 million (33.1% of total expenditure). Waverley has 1.06 million domestic visitors and 1.39 million international visitors per annum.

More than 25,100 people are employed in the Waverley LGA with 35% of people employed in Waverley being Waverley residents. The unemployment rate in Waverley is 3.7% compared to 5.1% in Greater Sydney.

Waverley has more than 240 liquor licensed premises. This includes over 145 restaurants, 13 Hotels/Bars and 11 Clubs. (Liquor and Gaming NSW, March 2023). Waverley has the highest volume of restaurants in Eastern Suburbs.

The ground floor retail occupancy rate has increased from 90.8% in February 2024 to 93.8% in August 2024. The commercial floor space occupancy rate in Bondi Junction has dropped from 97.6% in 2019 to 91.1% in 2024.

# 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 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



### **Local Economy**

An inclusive and diverse economy where we focus on local businesses, visitor economy, night time activation and well maintained commercial centres

# 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	DEPARTMENT RESPONSIBLE
<b>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</b>  	Implement the Community Engagement Strategy	Partner with community groups and other agencies to engage hard to reach groups on decisions impacting the community	Customer Experience and Communications
		Engage Precinct Committees on strategic issues	Mayor and GM Support
<b>3.1.2. Ensure our engagement practices are accessible and inclusive</b>  	Implement the Community Engagement Strategy	Deliver a Have Your Say pop-up at each ward for the community to engage with Council	Customer Experience and Communications



## 3.2

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas</b>  	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	Customer Experience and Communications
		Explore and implement website improvements to uplift the Council customer journey with a focus on improving ease of accessibility and navigation of services	Customer Experience and Communications
	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	Customer Experience and Communications



## 3.3

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

### OUR STRATEGIES

**3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity**



### FOUR YEAR ACTIONS

Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans

Implement Long Term Financial Plan [LTFP 7 (2025-2036)] and monitor budget on a regular basis

Implement the Workforce Plan 2025–2029

### ANNUAL ACTIVITY

Undertake Council's Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities

Undertake annual review of LTFP, and quarterly budget reviews

Review and prepare monthly budget performance reports

Develop and deliver a framework and associated programs of psychologically safe workplace

Establish a clear internal communications strategy to improve engagement and connection to organisational purpose

Implement a project to improve and streamline the annual performance appraisal process, including a transition to an annual cycle

Develop and implement a change management and training framework

Continue to prioritise inclusive leadership reinforcing our commitment to the principles of Equal Employment Opportunity (EEO) and embedding the goals of our Diversity and Inclusion Action Plan (DIAP), Reconciliation Action Plan (RAP) and Child Safe Policy into our practices

### DEPARTMENT RESPONSIBLE

Mayor and GM Support

Finance and Procurement

People and Culture

People and Culture

People and Culture

People and Culture

People and Culture

People and Culture




### 3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>3.3.1. continued...</b>	Implement the Workforce Plan 2025–2029	Improve internal processes, ensuring service levels are consistently met, and providing high quality support back to the business	People and Culture
		Implement strategies to optimise employee efficiency	People and Culture
		Implement an ICT platform to support better time and attendance management and streamlined payroll processes and uplift people and culture technological capabilities	People and Culture, Information Management and Technology
		Implement the Leadership Development Program	People and Culture
<b>3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability</b> 	Embed financial and environment sustainability across the organisation	Implement financial sustainability review recommendations	Finance and Procurement
	Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community	Continue to embed Contract Management Framework and Policy within Council	Finance and Procurement
	Embed sustainable procurement into our activities consistent with Council's sustainability commitments	Assess integration effectiveness of circular economy principles in our sourcing activities	Environmental Sustainability, Finance and Procurement
		Embed sustainability across procurement process	Environmental Sustainability, Finance and Procurement
<b>3.3.3. Deliver and review services to increase value for money</b> 	Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services	Undertake service reviews to improve value of services offered to the community	People and Culture



## 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	DEPARTMENT RESPONSIBLE
<b>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</b> 	Implement the Fraud and Corruption Prevention Strategy	Implement Fraud and Corruption Controls	Governance
		Organise staff training to create awareness on Fraud and Corruption prevention	Governance
	Implement regulatory changes to governance practices	Update Code of Conduct, and Code of Meeting Practice	Governance
		Provide training and professional development for Councillors	Governance
	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	Finance and Procurement
	Implement an enterprise risk management framework	Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies	Audit and Risk
		Review organisational approaches to community safety activities	Audit and Risk
		Conduct a business continuity exercise based on a major disruption of operations	Audit and Risk



## 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	DEPARTMENT RESPONSIBLE
<b>3.4.2. Uphold a commitment to accountable and transparent decision making</b>  	Create community awareness on key decisions affecting the community	Promote and inform the community on key decisions affecting the community through different communication channels	Governance, Customer Experience and Communications
		Promote the Governance dashboard to better inform community about status of Council decisions	Governance
	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies	Finance and Procurement
<b>3.4.3. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric</b>  	Deliver the ICT Modernisation Program	Uplift core systems such as Finance, Human Resources and Assets	Information Management and Technology
		Continue to implement the Cyber Security Program	Information Management and Technology





## 3.5

An inclusive and diverse economy where we focus on local businesses, visitor economy, night time activation and well maintained commercial centres

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>3.5.1. Promote and maintain a diverse mix of businesses in Waverley</b> 	Adopt and implement the Economic Development Strategy	Organise a buy local campaign or program  Ensure planning controls are fit for purpose and support local economy (nighttime/early morning)	Urban Planning  Urban Planning
<b>3.5.2. Strengthen Waverley's economy through night-time activation and create dining precinct and infrastructure</b> 		Facilitate access to Grant Guru platform and provide resources to support local businesses	Urban Planning
<b>3.5.3. Ensure the visitor economy is balancing against the needs of residents and environment</b> 		Undertake occupancy audit of commercial centres  Organise annual business awards  Undertake a bi-annual audit of spending and online visitor information to support the local economy  Prepare an annual marketing plan to promote Waverley's local economy	Urban Planning  Urban Planning  Urban Planning

### 3.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	DEPARTMENT RESPONSIBLE
<b>3.5.4. Creativity and experiences fuel vitality in Waverley and support thriving economic activity</b> 	Implement creative and artistic place activation initiatives	<p>Promote opportunities for local arts/music community to perform/feature in night-time economy</p> <hr/> <p>Collaborate with local businesses to co-create opportunities for street festival activations to drive audience reach, increase trading opportunities and provide added value to locals</p> <hr/> <p>Expansion of events/place activation in Bondi Junction and Bondi Beach</p> <hr/> <p>Expand Street Performance Policy designated pitch locations to enhance local creative enterprise</p> <hr/> <p>Design and deliver local neighbourhood event pathways, and socialise with the community</p>	<p>Urban Planning, Arts, Culture and Events</p> <hr/> <p>Urban Planning, Arts, Culture and Events</p> <hr/> <p>Arts, Culture and Events</p> <hr/> <p>Arts, Culture and Events</p>
<b>3.5.5. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant</b> 	Update planning controls to ensure that employment floorspace is prioritised in future development	Integrate employment floorspace as a priority in Bondi Junction Masterplan	Urban Planning

# Outcome measures

MEASURES	BASELINE	TARGET 2026	RESPONSIBILITY
Number of registered businesses (GST and Non-GST Registered)	38,369 businesses (June 2024)	Maintain at more than 35,000 businesses	Urban Planning
Total Local Spend (Visitors only)	Average spend per month is \$150 million (67% of total local spend) (2024)	Maintain above \$150 million	Urban Planning
Number of events organised	Two events with more than 200 in attendance (2024)	Maintain a minimum of two events and more than 250 local businesses	Urban Planning
Commercial Centre Occupancy Rate (Total for LGA)	Average occupancy across the LGA was 91.1% (2024)	Occupancy across commercial centres in the LGA is maintained above 90%.	Urban Planning
Bondi Junction Occupancy Rate	Occupancy across Bondi Junction was an average of 89.45% (2024)	Occupancy in Bondi Junction is maintained above 90%.	Urban Planning
Customer complaints management within SLA	81% complaints closed (2023)	85% complaints closed within SLA	Customer Experience and Communications
Number of community engagement channels to reach diverse segments of community	8 (2023)	Maintain	Customer Experience and Communications
Contact Centre- Average call handling time	3 min 39 secs (2023 Annual average result)	<3 min 30 sec (Annual average result)	Customer Experience and Communications
Front Counter- Average wait time	4 m 10 sec (88% < 5 mins) (2023 Annual average result)	<5 mins (80%)	Customer Experience and Communications
Front Counter- Average service time	7 min 38 secs (2023) (Annual average result)	<7 mins 30 sec (Annual average result)	Customer Experience and Communications
Contact Centre- First Call Resolution	7% transfer rate (2023)	Transfer rate (<10%)	Customer Experience and Communications
Operating performance ratio	0.31% (2024)	>0%	Finance and Procurement



Outcome measures continued...

MEASURES	BASELINE	TARGET 2026	RESPONSIBILITY
Own source operating revenue ratio	86.77% (2024)	>60%	Finance and Procurement
Unrestricted current ratio	4.11x (2024)	>1.50x	Finance and Procurement
Debt service cover ratio	32.74x (2024)	>2.00x	Finance and Procurement
Rates and annual charges outstanding percentage	6.31% (2024)	<5.00%	Finance and Procurement
Cash expense cover ratio	8.35 months (2024)	>3.00 months	Finance and Procurement
Number of Code of Conduct complaints about Councillors upheld in full or in part	0 (2023–24)	0	Governance
Number of serious wrongdoing complaints about staff upheld in full or in part	5 (2023–24)	0	Governance
Proportion of requests for information under the GIPA Act (formal and informal) where access is granted in full or in part (excluding withdrawn requests)	72% (2023–24)	75%	Governance
Regular community and dashboard updates on key decisions impacting the community	Monthly communication of Council decisions; quarterly dashboard update (2024)	Monthly communication of Council decisions; monthly dashboard update	Governance
Number of service reviews	2 (2024–25)	2	People and Culture
Number of leaders participating in Leadership Development Training	50 (2024)	50	People and Culture

# Community Grants Program

Waverley Council provides Community Grants Program and other grants such as Small Grants, Venue Hire Grants, Local Creative Collaborations to ensure the delivery of a range of services to the local community.



Funding will be provided to enable the delivery of services that meet outcomes described in Waverley Council's plans and support identified needs groups in Waverley such as:

**Children, women and families**

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**Young people and their families**

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**Tenants and people who are homeless**

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**People with disability and older people**

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**Neighbourhood Centres and outreach services**

Funding also supports community based cultural organisations delivering participatory cultural activities.

# Budget Estimates

## Budget Forecast for the Financial Year 2025/26

PROPOSED BUDGET	2025-26
<b>Operating income</b>	
Rates & Annual Charges	75,296,938
Investment Income	3,871,071
User Charges	61,889,837
Other Revenues	23,780,314
Grants Subsidies and Contributions	6,524,060
<b>Total Operating Income</b>	<b>171,362,220</b>
<b>Operating Expenditure</b>	
Employee Costs	(89,202,785)
Materials & Contracts	(31,117,890)
Borrowing Costs	(407,559)
Other Operating Expenses	(26,881,156)
Depreciation & Amortisation	(22,775,000)
<b>Total Operating Expenditure</b>	<b>(170,384,390)</b>
<b>Operating Result Before Capital Income - Surplus/(Deficit)</b>	<b>977,830</b>
<b>Capital Income</b>	
Grants Subsidies & Contributions	24,124,106
Sale of Assets	1,388,553
<b>Total Capital Income</b>	<b>25,512,659</b>
<b>Operating Result - Surplus/(Deficit)</b>	<b>26,490,489</b>
<b>Cash Available to fund Capital</b>	
<b>Capital Expenditure</b>	
Other Capital Purchases	(5,446,785)
Capital Works Program	(58,945,738)
<b>Total Capital Expenditure</b>	<b>(64,392,523)</b>
<b>Cash Flow to Fund - In/(Out)</b>	<b>(37,902,034)</b>
<b>FINANCED BY:</b>	
<b>Borrowings</b>	
External Loan	14,000,000
Less: Loan Repayments on External Loan	(808,470)
<b>Net Borrowing</b>	<b>13,191,530</b>
<b>Reserve Movements</b>	
Transfers to Reserves	(24,522,216)
Transfer from Reserves	26,457,721
<b>Net Reserve Movements</b>	<b>1,935,505</b>
<b>Depreciation &amp; Amortisation Expenses (Contra)</b>	<b>22,775,000</b>
<b>Net Budget Result - Surplus/(Deficit)</b>	<b>0</b>

# Detailed Budget

BUDGET	2025-26
<b>Asset Management Services</b>	
<b>Balance Sheet</b>	<b>(58,945,738)</b>
Property Plant & Equipment	(58,945,738)
<b>Expense</b>	<b>(28,425,952)</b>
Rates & Annual Charges	(545,904)
Employee Costs	(10,070,426)
Materials & Contracts	(6,140,493)
Operating Expenses	(3,089,810)
Borrowing Expenses	(394,100)
Internal Charges	(3,414,485)
Capital Purchases	(4,770,735)
<b>Income</b>	<b>32,236,277</b>
User Charges	10,078,409
Other Revenues	7,110,230
Grants Subsidies & Contributions- Operational	2,052,900
Grants Subsidies & Contributions- Capital	11,606,185
Net gains from the disposal of assets	1,388,553
<b>Reserve</b>	<b>32,017,687</b>
Loans Capital	13,690,683
Transfers to Reserves	(4,624,005)
Transfer from Reserves	22,951,009
<b>Total</b>	<b>(23,117,726)</b>
<b>Beach Services, Maintenance &amp; Safety</b>	
<b>Expense</b>	<b>(8,172,222)</b>
Rates & Annual Charges	(39,950)
Employee Costs	(5,835,369)
Materials & Contracts	(474,020)
Operating Expenses	(368,284)
Internal Charges	(1,454,599)
<b>Income</b>	<b>734,905</b>
User Charges	434,905
Other Revenues	300,000
<b>Reserve</b>	<b>(78,609)</b>
Transfers to Reserves	(78,609)
<b>Total</b>	<b>(7,515,926)</b>

BUDGET	2025-26
<b>Cemetery Services</b>	
<b>Expense</b>	<b>(1,568,876)</b>
Employee Costs	(936,032)
Materials & Contracts	(176,250)
Operating Expenses	(93,146)
Internal Charges	(363,448)
<b>Income</b>	<b>2,141,000</b>
User Charges	2,141,000
<b>Reserve</b>	<b>(572,124)</b>
Transfers to Reserves	(572,124)
<b>Total</b>	<b>(0)</b>
<b>Child Care</b>	
<b>Expense</b>	<b>(12,044,301)</b>
Rates & Annual Charges	(79,330)
Employee Costs	(7,893,940)
Materials & Contracts	(991,500)
Operating Expenses	(820,118)
Internal Charges	(2,259,413)
<b>Income</b>	<b>11,226,974</b>
User Charges	10,569,940
Other Revenues	111,990
Grants Subsidies & Contributions- Operational	545,044
<b>Reserve</b>	<b>(15,949)</b>
Transfers to Reserves	(15,949)
<b>Total</b>	<b>(833,276)</b>
<b>Community Services</b>	
<b>Expense</b>	<b>(3,077,679)</b>
Rates & Annual Charges	(69,657)
Employee Costs	(1,678,264)
Materials & Contracts	(370,145)
Operating Expenses	(456,247)
Internal Charges	(503,366)
<b>Income</b>	<b>627,218</b>
User Charges	88,000
Other Revenues	80,758
Grants Subsidies & Contributions- Operational	458,460
<b>Reserve</b>	<b>5,821</b>
Transfers to Reserves	(8,049)
Transfer from Reserves	13,870
<b>Total</b>	<b>(2,444,640)</b>

BUDGET	2025-26
<b>Corporate Support Services</b>	
<b>Expense</b>	<b>(9,787,402)</b>
Rates & Annual Charges	(311,806)
Employee Costs	(13,880,775)
Materials & Contracts	(10,275,579)
Operating Expenses	(1,846,541)
Borrowing Expenses	(13,459)
Internal Charges	16,540,758
<b>Income</b>	<b>65,603,857</b>
Rates & Annual Charges	55,688,009
Investment Income	2,538,795
User Charges	4,995,791
Other Revenues	358,170
Grants Subsidies & Contributions- Operational	2,023,092
<b>Reserve</b>	<b>357,112</b>
Loans Capital	(499,153)
Transfers to Reserves	(1,124,590)
Transfer from Reserves	1,980,855
<b>Total</b>	<b>56,173,567</b>
<b>Cultural Services</b>	
<b>Expense</b>	<b>(6,405,685)</b>
Employee Costs	(3,146,157)
Materials & Contracts	(1,882,341)
Operating Expenses	(311,821)
Internal Charges	(1,065,366)
<b>Income</b>	<b>546,240</b>
User Charges	484,920
Other Revenues	61,320
<b>Total</b>	<b>(5,859,445)</b>
<b>Customer Services &amp; Communications</b>	
<b>Expense</b>	<b>(991,975)</b>
Employee Costs	(1,719,494)
Materials & Contracts	(115,250)
Operating Expenses	(36,500)
Internal Charges	879,269
<b>Income</b>	<b>2,303,654</b>
User Charges	2,303,654
<b>Total</b>	<b>1,311,679</b>



BUDGET	2025-26
<b>Development, Building &amp; Health Services</b>	
<b>Expense</b>	<b>(16,702,034)</b>
Employee Costs	(9,104,071)
Materials & Contracts	(1,576,300)
Operating Expenses	(3,408,761)
Internal Charges	(2,612,902)
<b>Income</b>	<b>22,833,094</b>
Investment Income	549,223
User Charges	8,320,450
Other Revenues	1,425,500
Grants Subsidies & Contributions- Operational	20,000
Grants Subsidies & Contributions- Capital	12,517,921
<b>Reserve</b>	<b>(12,667,144)</b>
Transfers to Reserves	(13,067,144)
Transfer from Reserves	400,000
<b>Total</b>	<b>(6,536,084)</b>
<b>Emergency Management Services</b>	
<b>Expense</b>	<b>(596,806)</b>
Rates & Annual Charges	(19,611)
Materials & Contracts	(26,345)
Operating Expenses	(528,650)
Internal Charges	(22,200)
<b>Income</b>	<b>104,603</b>
Grants Subsidies & Contributions- Operational	104,603
<b>Total</b>	<b>(492,203)</b>
<b>Environmental Services</b>	
<b>Expense</b>	<b>(3,149,643)</b>
Employee Costs	(1,693,758)
Materials & Contracts	(665,280)
Operating Expenses	(295,851)
Internal Charges	(494,754)
<b>Income</b>	<b>542,754</b>
User Charges	160,000
Grants Subsidies & Contributions- Operational	382,754
<b>Reserve</b>	<b>6,397</b>
Transfers to Reserves	(8,603)
Transfer from Reserves	15,000
<b>Total</b>	<b>(2,600,492)</b>

BUDGET	2025-26
<b>Governance, Integrated Planning &amp; Community Engagement</b>	
<b>Expense</b>	<b>(2,342,300)</b>
Employee Costs	(4,380,953)
Materials & Contracts	(890,563)
Operating Expenses	(1,546,860)
Internal Charges	4,476,076
<b>Income</b>	<b>19,353</b>
User Charges	19,353
<b>Total</b>	<b>(2,322,947)</b>
<b>Library Services</b>	
<b>Expense</b>	<b>(6,813,744)</b>
Employee Costs	(3,692,792)
Materials & Contracts	(596,160)
Operating Expenses	(197,456)
Internal Charges	(2,031,286)
Capital Purchases	(296,050)
<b>Income</b>	<b>296,625</b>
User Charges	24,500
Other Revenues	9,500
Grants Subsidies & Contributions- Operational	262,625
<b>Reserve</b>	<b>(95,094)</b>
Transfers to Reserves	(135,094)
Transfer from Reserves	40,000
<b>Total</b>	<b>(6,612,213)</b>
<b>Parking Services</b>	
<b>Expense</b>	<b>(13,138,804)</b>
Rates & Annual Charges	(10,049)
Employee Costs	(5,362,004)
Materials & Contracts	(3,293,380)
Operating Expenses	(2,633,456)
Internal Charges	(1,839,914)
<b>Income</b>	<b>29,777,396</b>
User Charges	16,643,075
Other Revenues	12,740,800
Grants Subsidies & Contributions- Operational	393,521
<b>Reserve</b>	<b>(280,000)</b>
Transfers to Reserves	(280,000)
<b>Total</b>	<b>16,358,592</b>

BUDGET	2025-26
<b>Parks Services &amp; Maintenance</b>	
<b>Expense</b>	<b>(6,429,872)</b>
Employee Costs	(3,778,202)
Materials & Contracts	(871,200)
Operating Expenses	(313,345)
Internal Charges	(1,467,125)
<b>Income</b>	<b>1,238,332</b>
User Charges	1,225,440
Other Revenues	12,892
<b>Reserve</b>	<b>(8,049)</b>
Transfers to Reserves	(8,049)
<b>Total</b>	<b>(5,199,589)</b>
<b>Place Management</b>	
<b>Expense</b>	<b>(1,364,558)</b>
Employee Costs	(102,700)
Materials & Contracts	(1,137,150)
Operating Expenses	(43,300)
Internal Charges	(81,408)
<b>Income</b>	<b>407,950</b>
User Charges	305,000
Other Revenues	4,000
Grants Subsidies & Contributions- Operational	98,950
<b>Total</b>	<b>(956,608)</b>
<b>Recreation Services</b>	
<b>Expense</b>	<b>(414,652)</b>
Employee Costs	(900,995)
Materials & Contracts	(94,580)
Operating Expenses	(44,800)
Internal Charges	625,723
<b>Income</b>	<b>10,520</b>
User Charges	4,200
Other Revenues	6,320
<b>Total</b>	<b>(404,132)</b>

BUDGET	2025-26
<b>Regulatory Services</b>	
<b>Expense</b>	<b>(2,625,955)</b>
Employee Costs	(1,931,089)
Materials & Contracts	(149,850)
Operating Expenses	(76,739)
Internal Charges	(468,277)
<b>Income</b>	<b>703,150</b>
User Charges	270,000
Other Revenues	433,150
<b>Total</b>	<b>(1,922,805)</b>
<b>Social &amp; Affordable Housing</b>	
<b>Expense</b>	<b>(736,743)</b>
Rates & Annual Charges	(56,180)
Employee Costs	(138,743)
Materials & Contracts	(232,224)
Operating Expenses	(229,807)
Internal Charges	(79,789)
<b>Income</b>	<b>1,031,384</b>
Other Revenues	1,031,384
<b>Reserve</b>	<b>(294,642)</b>
Transfers to Reserves	(294,642)
<b>Total</b>	<b>(1)</b>
<b>Traffic &amp; Transport Services</b>	
<b>Expense</b>	<b>(102,272)</b>
Materials & Contracts	(85,000)
Operating Expenses	(13,000)
Internal Charges	(4,272)
<b>Income</b>	<b>102,000</b>
Grants Subsidies & Contributions- Operational	102,000
<b>Total</b>	<b>(272)</b>
<b>Urban Open Space Maintenance &amp; Accessibility</b>	
<b>Expense</b>	<b>(7,290,668)</b>
Employee Costs	(5,359,128)
Materials & Contracts	(568,280)
Operating Expenses	(905,574)
Internal Charges	(457,686)
<b>Income</b>	<b>70,700</b>
User Charges	21,200
Other Revenues	49,500
<b>Reserve</b>	<b>(355,400)</b>
Transfers to Reserves	(355,400)
<b>Total</b>	<b>(7,575,368)</b>

BUDGET	2025-26
<b>Waste Services</b>	
<b>Expense</b>	<b>(22,174,242)</b>
Rates & Annual Charges	(167,724)
Employee Costs	(7,597,892)
Materials & Contracts	(476,000)
Operating Expenses	(9,651,091)
Internal Charges	(3,901,536)
Capital Purchases	(380,000)
<b>Income</b>	<b>25,617,104</b>
Rates & Annual Charges	20,909,140
Investment Income	783,053
User Charges	3,800,000
Other Revenues	44,800
Grants Subsidies & Contributions- Operational	80,111
<b>Reserve</b>	<b>(2,892,971)</b>
Transfers to Reserves	(3,919,958)
Transfer from Reserves	1,026,987
<b>Total</b>	<b>549,891</b>

# Service Review Program

At Waverley, we have our customers at the heart of everything we do and believe that service reviews are a vital process to ensure the services we offer our community meet current and future community needs.



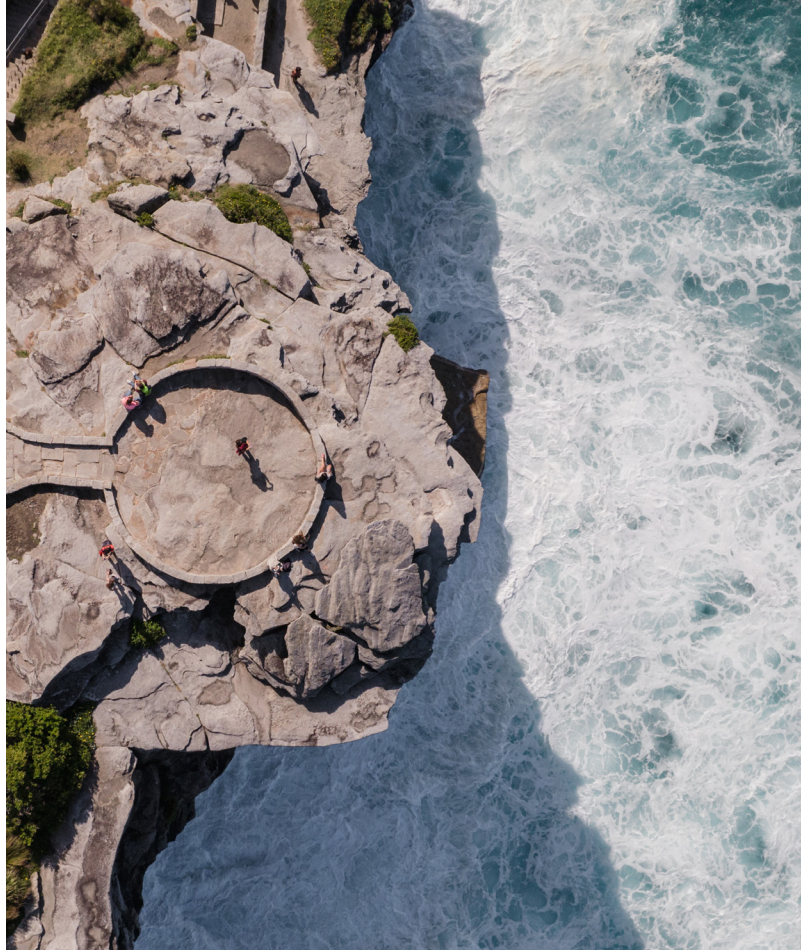
**Council commissioned a Community Satisfaction Survey in 2024 to understand what matters most to our community. Value for money for the services and facilities offered by Council was identified as a key driver of community satisfaction in the LGA.**

Service Reviews will build our organisational capacity and capability to improve the services we offer our community.

In 2025-26 we will undertake two priority service reviews. Details of these service reviews will be included in the Annual Report 2025–26.

# Statement of Revenue Policy

Statement with respect  
to rate levy (Section 404 (2)  
*Local Government Act, 1993*)



## 1. Ordinary rates

### 1.1. Objective

The levying of rates and charges by Council will be in a manner that is transparent, fair and equitable to all ratepayers to provide a sustainable source of revenue that endows all members of the community with high quality services, infrastructure and facilities.

### 1.2. Rate pegging

The NSW Government introduced rate pegging in 1977. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified percentage.

In 2010, the State Government board, the Independent Pricing and Regulatory Tribunal of New South Wales (IPART) was delegated responsibility for determining the allowable annual increase in general rates income.

IPART is the independent regulator that determines the maximum prices that can be charged for not only local government rates but also certain retail energy, water, and transport services in New South Wales.

IPART has set the rate peg for the 2025-26 financial year using the new rate peg methodology.

The components of the rate peg for 2025-26 are:

- The Base Cost Change (BCC) from employment costs, asset costs and other operating costs.
- An annual population factor to adjust for the change in the residential population of a council area.
- A catch-up adjustment for past changes in the superannuation guarantee rate
- A separate Emergency Services Levy (ESL) factor to reflect annual changes in council ESL contributions that differ from the changes to the council's BCC. Council ESL contributions support the work of emergency services in NSW
- Additionally, a council-specific adjustment in its rate peg for the financial year to reflect the increase in the ESL in the year when increases were not captured by the rate peg because they were subsidised by the NSW Government.

For the Waverley LGA, IPART has set the 2025-26 rate peg at 3.8%.



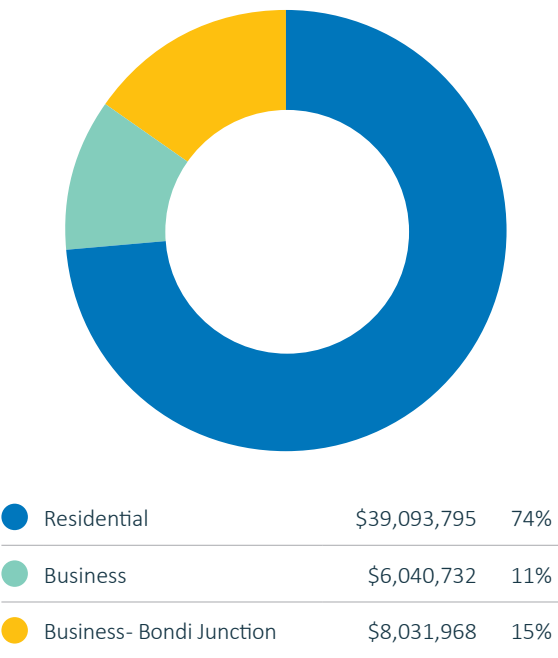
1.3. General principles

Rates are an important source of Council’s operating revenue, contributing approximately 29% of the total operating income in 2024-25. Rates are used to provide essential infrastructure and services such as roads, footpaths, parks, sporting fields, playgrounds, stormwater drainage, swimming pools, community centres, cycleways, public amenities and Waverley Library.

The distribution of the rate levy will be made in accordance with the principles of the financial capacity of the ratepayer and to ensure equitable level of services are provided to all ratepayers and residents.

However, the total rate revenue between the categories is at the discretion of Council.

The following graph details the proportion each category and sub category contributes to the total rates revenue received for the financial year 2024-25.



Rating income structure

1.3.1. Ordinary rates

As per Section 497 of the *Local Government Act 1993* Council has determined that its rates will be calculated on the basis of an ad valorem rate. A higher differential rating will apply to land used for business purposes, reflecting the increased service levels required for this type of land use. The land determined to be subject to a residential category will be subject to a minimum rate in accordance with Section 548 (3)

of the Act in accordance with the equity principle that a fair contribution is received from all ratepayers for the services and infrastructure supplied by Council.

A centre of activity sub category will apply to business land within the Bondi Junction defined area. The determination has been made that the increased structural costs required in maintaining and improving a central business district require a higher contribution from those community members.

Rate sub categories will not be applied to land deemed to be categorised residential.

1.4. Land valuation

The rates for 2025-26 are calculated in accordance with the land value determined by the Valuer General’s Office with a base date of 1 July 2022.

Supplementary valuations supplied after 1 July will only be used to calculate rate levies where a plan of subdivision or strata plan has been registered after this date in accordance with the amended land value supplied by the Valuer General of NSW.

The ordinary rates and charges will only be calculated on a pro-rata basis where the rateability status changes in accordance with section 555 of the *Local Government Act 1993*.

1.5. Mixed development apportionment factor

Those properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General’s Office are rated Residential and Business on the basis of the apportionment percentage. The onus of application and proof is with the ratepayer.

1.6. Aggregation of land

Aggregation of ordinary rate levy in accordance with Section 548A will apply only in the following circumstances.

For all lots categorised as Residential or Business for rating purposes, separately titled car spaces and separately titled utility lots that are in the same ownership as the residential or business lot and are within the same building or strata plan.

All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council.

## 2. Rating structure

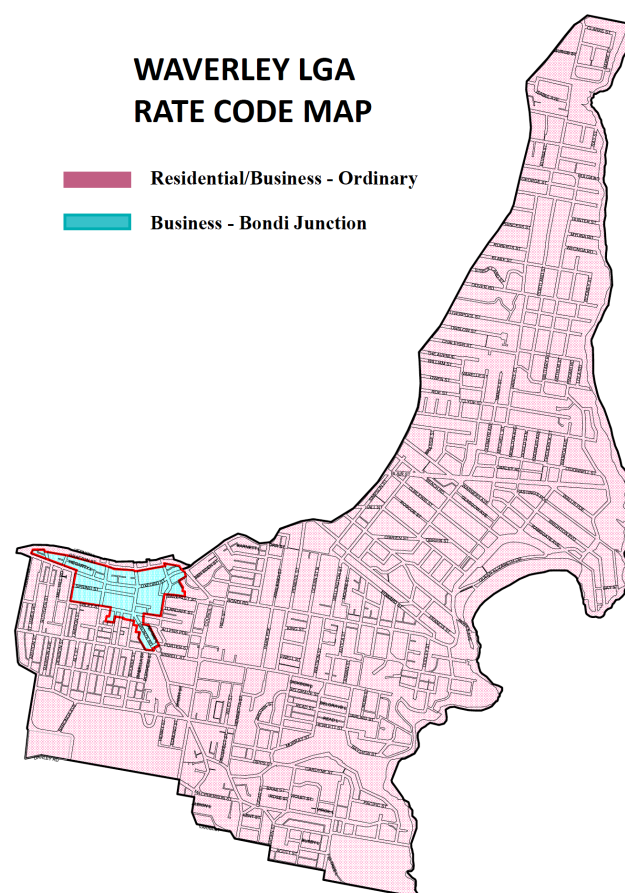
CATEGORY	SUB-CATEGORY	NUMBER OF ASSESSMENTS	ESTIMATED RATE (¢ IN \$)	MINIMUM RATE	ESTIMATED RATES
<b>2025-26 RATING STRUCTURE @ 3.8% - IPART rate peg</b>					
Residential	Ordinary	30,119	0.082772	774.70	40,551,092
Business	Ordinary	961	0.41992		6,283,712
Business	Bondi Junction	874	0.854882		8,507,832
<b>Total</b>					<b>55,34,637</b>

### 2.1. Policy – residential category

1. The Residential category will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the residential criteria of Section 516 of the *Local Government Act 1993*.

### 2.2. Policy – business category

1. The Business category, sub category Ordinary will apply uniformly to all rateable assessments within the Waverley Local Government area that satisfy the business criteria of Section 518 of the *Local Government Act 1993* with the exception of rateable assessments deemed to be within the sub category, Bondi Junction.
2. The Business category, sub category Bondi Junction will apply to rateable assessments that satisfy the business criteria of Sections 518 and 529 (2) (d) of the *Local Government Act 1993* that satisfy the criteria of being within the centre of activity of Bondi Junction.



## 3. Interest charges

In accordance with Section 566(3) of the *Local Government Act 1993*, the Minister for Local Government has determined the maximum rate of interest payable on overdue rates and charges for the 2025-26 financial year at 10.5 per cent. Council will apply the maximum rate of interest in 2025-26 on all unpaid rates and annual charges.

Legal recovery action may be commenced in accordance with Council's Rates, Charges and Hardship Assistance policy for unpaid rates.

## 4. Section 611 charges – gas mains

Under Section 611, a local government authority may make an annual charge on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

For the purpose of gas supplies, a charge is equal to 0.75% of average sales for five years plus a main apportionment calculated according to the percentage of mains within the Waverley Local Government area.

This is assessed in accordance with the judgement by Justice Pike (AGL v. Glebe Municipal Council) and the charge to be calculated using the independent audited figures prepared for the Local Government Association of New South Wales (LGANSW) and the apportionment determined by the LGANSW.

## Domestic Waste Management Charge – 2022-26

The annual Domestic Waste Management Charge is a fee to collect and manage residential waste. This is authorised under Section 496 of the *Local Government Act 1993*. This charge is mandatory and will apply uniformly to each separate residential occupancy of rateable land for which the service is available. Residential premises with self-contained units (non-shared bathroom and/ or kitchen) have one charge applied per unit. Residential properties with shared kitchen and bathroom facilities (e.g. boarding houses and co-living accommodation) have charges applied according to their bin allocation and service provision.

The 2025-26 domestic waste management charge for the standard service is \$647. There is no change from 2024-25.

The charges will be billed on the annual rates and charges notice in accordance with Section 562 (3) of the *Local Government Act 1993*.

The Domestic Waste Management Charge covers the cost for collection, processing and disposal of all domestic waste and recycling, bulky household waste, problem and hazardous waste, illegal dumping and compliance, provision of reuse and waste avoidance initiatives, recycling initiatives, education programs as well as strategic planning and advocacy that support a circular economy and maximise resource recovery.

The Domestic Waste Charge also includes costs incurred from the NSW Government Waste Levy. Under conditions of the NSW Waste Levy, Council is required to pay a contribution for each tonne of waste received at the facility. The Waste Levy is administered by the NSW State Government with the objective to reduce the amount of waste being landfilled and promote recycling and resource recovery.

### Bin allocation

For Single Unit Dwellings (attached or detached houses) that do not share waste bins, the bin allocation includes one bin of 140L for each of the following: general waste, container recycling, paper recycling and garden organics.

For Multi Unit Dwellings (apartment buildings and townhouses) that share waste bins, including service apartments, the bin allocation is based on the waste generation rate of 120L of each waste stream for each unit.

The standard bin size for multi-unit dwellings is 240L (shared by two apartments) for each of the following: general waste, container recycling, paper recycling and garden organics (optional). Larger 660L bin sizes may be considered for Council approval for larger buildings. The standard rate of 120L per unit still applies.

Boarding houses, co-living residences and other properties with shared kitchen and bathroom facilities have a 60L allocation of general waste and recycling (30L container and 30L paper) per room.

### Large domestic waste management charge

Property owners and authorised managing agents of properties with a 140L general waste bin have the option to upsize their bin to a 240L general waste bin. The large charge allocation includes one bin of 240L for each of the following: general waste, container recycling, paper recycling and garden organics. The large domestic waste management charge for 2025-26 is \$817.

### Additional domestic waste management charge

Residents who require additional waste services above their standard allocation can choose to add an additional domestic waste service. The Additional Domestic Waste Management Charge is a fee for any additional waste bin/s and associated servicing of those bins at a rateable property currently paying a Domestic Waste Management Charge. The Additional Domestic Waste Management Charge for 2025-26 for the standard service is \$647 or \$817 for the large service, and entitles residents to an additional full set of bins.

### **Availability/vacant land domestic waste management charge**

This charge applies where a property is rated residential and is vacant (no dwelling has been established or a dwelling lawfully demolished).

This charge also applies to properties rated residential where the property is inaccessible to Council's waste collection vehicles, and the property owners arrange their own private contractor to collect waste and recycling.

This charge ensures that all ratepayers contribute to waste drop-off services and clean up collections provided by Council. The Availability/Vacant Land Charge for 2025-26 is \$270.

### **Disputed domestic waste management charge**

The annual rate notice that is issued by Council each year in July includes details of the Domestic Waste Management Charge attributed to each property, including any Additional Domestic Waste Charges.

Where the ratepayer believes they are being incorrectly charged and advises Council prior to the due date for payment of the first instalment, Council will verify the charge for the property and contact the ratepayer with the outcome. If the ratepayer was incorrectly charged, the charge will be amended on the next rates notice. Council does not refund domestic waste management charge retrospectively.

**Please note:** Recycling and waste bins are specifically allocated to each property and are not transferable between properties at any time.



# Stormwater management service charge

The Stormwater levy is intended as a mechanism for Councils to raise income to invest in improving the stormwater systems in urban areas.

It is in addition to what is raised through general rates and other charges. Council undertakes ongoing planning for, and assessment, construction and maintenance of stormwater assets, as well as stormwater education, to:

- Reduce the impact of localised flooding
- Reduce pollution reaching our waterways
- Use stormwater as a resource e.g. through collection, treatment and irrigation of playing fields
- Reduce erosion of waterways
- Upgrade the drainage system as pipes fail or become undersized for the amount of water they need to carry
- Ensure that residents and businesses are doing their bit to help manage stormwater.



Since 2006, Council has been able to levy a stormwater management charge (the levy) under the *Local Government Amendment (Stormwater) Act 2005* No 70. However, Council levied this charge for the first time from 2019–20. The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m<sup>2</sup> of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5.

The revenue raised from the stormwater levy will allow Council to cover costs to implement projects in relation to capacity and water quality as well as works arise from the Flood Risk Management Study and Plan. The expected annual revenue from the Stormwater Management Service Charge for 2025–26 is \$535,305.

# Capital works

PROJECT	PROPOSED 2025/26
<b>Building Infrastructure</b>	
Building Major Projects	20,684,410
SAMP Building Renewal Program	2,797,800
Facilities Sustainable Energy Upgrades	125,000
<b>Total</b>	<b>23,607,210</b>
<b>Living Infrastructure</b>	
SAMP Planting- Landscaping	600,000
SAMP Management- Native Vegetation	100,000
SAMP Planting- Trees	150,000
<b>Total</b>	<b>850,000</b>
<b>Public Domain Infrastructure</b>	
SAMP Renewal & New- Electric Vehicle Infrastructure	370,000
SAMP Renewal- Street Furniture and Structures	300,000
SAMP Renewal- Street Lighting and Electrical	1,875,000
SAMP Renewal- Retaining Walls	143,300
SAMP Mall Renewal Program	0
<b>Total</b>	<b>2,688,300</b>
<b>Recreational &amp; Public Spaces Infrastructure</b>	
SAMP Renewal and Upgrades- Cemetery Structures	2,310,000
SAMP Renewal & Upgrades- Recreational	6,926,494
SAMP Renewals & Upgrades- Public Art- Monuments- Sculptures	378,000
SAMP Renewal- Park Footpaths	200,000
SAMP Renewal- Park Furniture and Structures	390,000
SAMP Renewal- Park Lighting	1,050,000
SAMP Renewal- Sea Walls and Retaining Walls	550,000
SAMP Renewal & Upgrades- Sports Facilities	425,000
SAMP Renewal- Water Equipment	140,000
Parks Plan of Management	450,000
Rockfall/Cliff Remediation Program	710,000
<b>Total</b>	<b>13,529,494</b>

PROJECT	PROPOSED 2025/26
<b>Road Infrastructure</b>	
SAMP Renewal- Kerb and Gutter	900,000
SAMP Renewal- Parking Infrastructure	0
SAMP Renewal- Sealed Roads	2,500,000
SAMP Renewal- Street Footpaths	1,000,000
SAMP Renewal and Upgrades- Transport Infrastructure	311,500
Bike Plan Implementation	75,000
Walking Strategy Implementation	152,800
Commercial Centres & Streetscape Upgrades	9,116,836
Road Safety and Traffic Calming Program	2,324,598
<b>Total</b>	<b>16,380,734</b>
<b>Stormwater Drainage Infrastructure</b>	
Stormwater Conduits & Pits Renewal	850,000
Stormwater Harvesting Renewal	40,000
Stormwater Drainage Improvement Program	1,000,000
<b>Total</b>	<b>1,890,000</b>
<b>CAPITAL WORKS GRAND TOTAL</b>	<b>58,945,738</b>



## Capital Works Program Funding Sources

PROJECT	PROPOSED 2025/26
Grants/Contributions	12,681,785
New loans	14,000,000
Planning Agreement funds	3,846,491
S7.12 Contribution funds	5,299,220
Unexpended Grant reserve	0
Affordable Housing Contribution reserve	940,037
Stormwater Management Reserve	434,427
Investment Strategy Reserve	1,265,000
Sales of surplus land reserve	200,000
Car Parking reserve	369,000
Meter parking reserve	0
Affordable Housing reserve	0
Social Housing reserve	309,963
Computer Reserve	0
Unexpended loan reserve	0
SAMP Parks Reserve	0
SAMP Footpath Reserve	292,413
SAMP Drainage Reserve	0
SAMP Malls Reserve	0
SAMP Coastal & Retaining Reserve	0
SAMP Cemetery Reserve	335,454
SAMP Other Reserve	0
Cemetery Reserve	2,069,446
Carry Over Reserve	0
Centralised reserve	2,502,376
Plant Replacement Reserve	20,000
SAMP Infrastructure Building Reserve	0
Domestic Waste Reserve	200,000
Infrastructure Road Reserve	50,000
Neighbourhood Amenity Reserve	850,000
Council General Revenue	13,280,126
<b>Total</b>	<b>58,945,738</b>

# Risk Appetite Statement


## Definitions

**Risk Appetite Statement:**  
What will we do?

**Accept:**  
What can we tolerate?

**Resist:**  
What do we have a low appetite  
for and will attempt to resist?

**Avoid:**  
What will we not tolerate?

CATEGORY	RISK APPETITE STATEMENT		
Financial	Council will seek strategic opportunities to strengthen financial sustainability and enable growth in order to achieve our strategic objectives, however will always maintain a prudent financial management approach.		
ACCEPT	RESIST	AVOID	RISK TOLERANCE
<ul style="list-style-type: none"> <li>Calculated financial risks in order to implement and deliver Council’s delivery program and continue improvement in service delivery</li> <li>Minor unforeseen and/or unavoidable cost variation contingencies of a project and/or cost centre budget of up to 10% of project budget as a result of a need to meet community needs or pursue commercial and / or strategic opportunities for the benefit of Council</li> <li>Potential consequences of investment decisions in line with Council’s investment policy</li> </ul>	<ul style="list-style-type: none"> <li>Deviations from adopted Council Policy and Plans including Community Strategic Plan, Delivery Program and Asset Management Plans and the objectives contained within.</li> <li>Risks that will result in:               <ul style="list-style-type: none"> <li>material unanticipated budget variances (understand macro environment may cause some of these)</li> <li>the inefficient utilisation of Council assets</li> <li>impacted service delivery to the community</li> <li>detrimental impact to asset conditions</li> <li>deferral of asset renewal investment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Risks that cause inaccurate reporting or breaches of:               <ul style="list-style-type: none"> <li>statutory deadlines</li> <li>due diligence in statutory planning</li> <li>legislative approval on assets</li> <li>other relevant laws or regulations</li> </ul> </li> <li>Intentional breach and / or significant breach(es) of Council financial policies including Delegations of Authority</li> <li>Maladministration, misuse or waste of Council funds or resources</li> <li>Fraudulent financial activities</li> <li>Risk which may have a significant negative impact on our long term financial sustainability and are highly speculative and are not in accordance with Council LTFP (without approval from Council)</li> </ul>	<div>  </div> <div>Moderate</div>

CATEGORY

People  
(staff or public)

RISK APPETITE STATEMENT

Council is committed to preventing events impacting on the health, safety and wellbeing of our people and the community.

The nature of our services mean that we operate in some environments which are considered higher risk, however, this is required to provide and maintain essential services for the community.

Therefore while we have an aspirational risk tolerance of Low, we understand unfortunately events will occur, however we will learn from these and also not tolerate any preventable events or events which occur due to non- compliance to Council’s policies and procedures.

ACCEPT	RESIST	AVOID	RISK TOLERANCE
<ul style="list-style-type: none"><li>• Very minor and minor incidents or injuries/illnesses that occur in undertaking normal business activities despite best efforts to avoid or mitigate. These risks will be accepted provided we respond swiftly, learn from them and are able to demonstrate continuous improvement in a timely manner</li></ul>	<ul style="list-style-type: none"><li>• Complacency in undertaking normal business activities and slow forced, reactive or pressure-based decisions inlieu of appropriate work health and safety processes, controls and /or systems being followed</li></ul>	<ul style="list-style-type: none"><li>• Activities that result in reasonably foreseeable and preventable fatalities, harm, major or catastrophic injuries or illnesses to anyone under our duty of care</li><li>• Preventable lost time injuries or notifiable incident / injury / illness</li><li>• Significant breaches of legal obligations</li><li>• Failure to respond quickly, assess and implement continuous improvement activities for any identified near-miss or incident</li><li>• Inadequate training or provision of safe work practices to staff</li></ul>	<div><div></div><div>Low</div></div>

## CATEGORY

**Environment**

## RISK APPETITE STATEMENT

Council is committed to making decisions to ensure our operations and activities align with our strategic environmental targets for both Council and the broader community. Council is also committed to being a leader in the area of environmental sustainability.

Council acknowledge there will be scenarios where there will be environmental impact that are forced by emergency, regulatory or legislative requirements


ACCEPT	RESIST	AVOID	RISK TOLERANCE
<ul style="list-style-type: none"> <li>Minor and /or shortterm environmental impact necessary in order to achieve key objectives</li> <li>Minor environmental impacts (e.g. biological diversity and ecological integrity) from uncontrollable or unforeseen events</li> <li>Risks to the environment where any potential or actual damage can be repaired, offset or restored</li> </ul>	<ul style="list-style-type: none"> <li>Natural environment damage arising from normal business activities</li> </ul>	<ul style="list-style-type: none"> <li>Activities which may have significant and / or long term negative environmental consequences</li> <li>Activities and practices that knowingly compromise the environment</li> <li>Misreporting or lack of transparent reporting of environmental impacts / damage caused by Council</li> </ul>	 Low

## CATEGORY

**Reputation / Governance**

## RISK APPETITE STATEMENT

Council is committed to making decisions that are in the best interests of the whole community and in line with our strategic objectives and accepts this may result in negative publicity or reputational damage as a consequence of competing stakeholder priorities and interests.


ACCEPT	RESIST	AVOID	RISK TOLERANCE
<ul style="list-style-type: none"> <li>Localised, short term negative publicity as a consequence of making decisions in the best interests of the broader community, in an environment where there are competing priorities and interests</li> <li>Moderate level complaints associated with changes in Policy</li> <li>Isolated minor incidents, concerns and complaints that can either be resolved by daytoday management, are assessed as not sufficiently damaging as to warrant the sustained efforts required to resolve them</li> </ul>	<ul style="list-style-type: none"> <li>Entering into public debate on matters that are not areas of Council responsibilities and delegations (other than to clarify roles/responsibility)</li> <li>Engaging in reactive communications, particularly on social media, where clear corporate communications are in place/been delivered, and there is limited possibility of resolving issue or perception</li> </ul>	<ul style="list-style-type: none"> <li>Preventable or manageable negative publicity:               <ul style="list-style-type: none"> <li>- which is not objective/ impartial or accurate, and damages Council's reputation</li> <li>- which is the result of inadequate planning and consultation with key stakeholder(s)</li> <li>- which is the result of mismanagement of all other risks as outlined here (or noncompliance)</li> </ul> </li> </ul>	 Moderate

## CATEGORY

**Legal /  
Regulatory**

## RISK APPETITE STATEMENT

Council will do all that is reasonably practical to meet/comply with legal and compliance obligations.


ACCEPT	RESIST	AVOID	RISK TOLERANCE
<ul style="list-style-type: none"> <li>Risks which may give rise to isolated breach events that are incidental despite best efforts to avoid or mitigate</li> <li>Minor impact breaches that are unforeseen or may occur from time to time, provided we respond swiftly learn from them and are able to demonstrate continuous improvement as a result in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Opting for litigation in favour of mediation/ dispute resolution regarding contractual/legal disputes, seeking a mutually beneficial outcome</li> <li>Forced, reactive or pressure-based decisions in lieu of appropriate due diligence</li> <li>Moderate breaches (aligned to risk management) of legal obligations or contractual arrangements that result in fines, penalties or significant reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Acting/Failure to Act which results in initiation of legal proceedings against Council or indictable offences against Council</li> <li>Fraudulent, unethical and corrupt conduct</li> <li>Instances where Council Officials deliberately or recklessly break the law, fail to comply with legal obligations or deliberately or recklessly breach internal policies</li> <li>Significant breaches of legal obligations or contractual arrangements that result in fines, penalties or significant reputational damage</li> </ul>	 Low

## CATEGORY

**Service/  
Project Delivery**

## RISK APPETITE STATEMENT

Council is committed to ensuring consistent and robust service delivery with effective operations with a low tolerance for disruption due to foreseen or preventable matters, however recognise that some disruptions are unavoidable due to their macro-level nature.

ACCEPT	RESIST	AVOID	RISK TOLERANCE
<ul style="list-style-type: none"> <li>Minor disruptions to critical Council services or short-term disruption to less critical services within council's Business Impact Analysis</li> <li>Business interruption in the short term where there is a demonstrable advantage in doing so</li> <li>Deviation from the Council's operational plan with appropriate authorisation that will achieve benefit to Council</li> </ul>	<ul style="list-style-type: none"> <li>Complacency in undertaking normal business activities and forced, reactive or pressure-based decisions in lieu of appropriate due diligence</li> </ul>	<ul style="list-style-type: none"> <li>Preventable risks that may severely disrupt Council's ability to conduct core daily activities/services</li> <li>Risks that cause inaccurate reporting or breaches of Statutory deadlines or due diligence in Statutory planning and legislative approval on assets</li> <li>Preventable risks that disrupt any Council critical services beyond 3 days and other less critical services as per Council established maximum tolerable outages per Council BCP</li> </ul>	 Moderate





# Employee Training Plan

2025/26 Financial Year

The training plan supports workforce capability development and ensures employees are equipped with skills and knowledge necessary to meet current and future organisational needs.

## Training Categories

In accordance with the Local Government (State) Award 2023, Waverley Council has developed the Employee Training Plan. The Plan incorporates the following training categories:

 <b>Capability</b>	The training is not mandatory but is desirable for skill development and capability, and aligns to Council’s strategic goals/priorities.
 <b>Compliance</b>	The training is required by law for the person to perform their job.
 <b>Mandatory</b>	The training has been identified by Council as essential to manage risk or meet other lawful obligation.
 <b>Culture</b>	This training has been designed to promote behaviours, attitudes, and practices that reflect the Council’s values

## Focus Categories

All regulatory training and those covered under legislation is included in the Plan. Organisational Development training has been categorised into four focus categories:

FOCUS CATEGORY <b>01</b> Leadership Development	FOCUS CATEGORY <b>02</b> Professional Development	FOCUS CATEGORY <b>03</b> Workplace Health and Safety	FOCUS CATEGORY <b>04</b> Culture and Values
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# 01 Leadership Development

## Strategic Goal or Priority

Leadership and Culture — Living our values and building a high-performance culture.

Design and implement leadership programs to improve accountability and develop a results-driven culture.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
●	<b>Leadership Development and Coaching</b>	Executive Leadership Team and Executive Manager level	✓	✓	✓	✓
●	<b>Leadership Development Catalogue</b>	Offering a suite of leadership development opportunities for people leaders	✓	✓	✓	✓

# 02 Professional Development

## Strategic Goal or Priority

Leadership and Culture — Living our values and building a high-performance culture.

Design and implement professional development initiatives to upskill and empower our employees to meet current and future challenges.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
●	<b>Change Management</b>	Skills and strategies needed to effectively navigate and adapt to change	✓	✓	✓	✓
●	<b>Professional Development</b>	Support upskilling and development of employee capabilities through program of professional development initiatives. Some initiatives include: <ul style="list-style-type: none"> <li>• Power of Communication</li> <li>• Power of Influencing</li> <li>• Time Management</li> <li>• Report Writing</li> <li>• Microsoft 365 Training</li> </ul>	✓	✓	✓	✓










## 03 Workplace Health and Safety

### Strategic Goal or Priority






To support the workforce to enable a safer workplace and reduce lost time injuries (LTIs) through enhanced safety practices.

Includes legislative training such as psychosocial safety training, first-aid, cardiopulmonary resuscitation (CPR), child-protection, Fire Warden, White Card, chemUse, de-escalation of aggressive behaviour (DAB), and dangerous dogs.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
	<b>Role Specific Training</b>	Refer to “Essential Training Matrix” on the <a href="#">L&amp;D Hub</a> on the Junction				
	<b>Lifeguard Resilience Training Program</b>	Lifeguards are ‘First Responders’ who may experience increased risk of psychological injury at work				

### Legislative requirement under Child-Safety Standards

Employees are equipped with the knowledge, skills and awareness to keep children safe through continual education and training.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
	<b>Child Safety</b>	Awareness training to embed mandatory Child-Safety standards and policy, applicable for all employees				

## Mandatory Training

Identified by Council as mandatory to complete as onboarding requirements.

CATEGORY	PROGRAM	DETAILS	Q1	Q2	Q3	Q4
▲	<b>Mandatory Training</b>	<ul style="list-style-type: none"> <li>• Anti Bullying and Harassment</li> <li>• Code of Conduct</li> <li>• Customer Experience</li> <li>• Cyber Security</li> <li>• Keeping Children Safe</li> <li>• Key Staff Policy</li> <li>• New Employee Orientation</li> <li>• Prevent and Report Corruption</li> <li>• Procurement Fundamentals</li> <li>• PID Awareness (for PID Officers)</li> <li>• Resolving Workplace Conflict</li> <li>• Record Keeping</li> <li>• Reportable Conduct Early Education (Children Services)</li> <li>• Responsible Person (Children Services)</li> <li>• Work Health and Safety</li> </ul>	✓	✓	✓	✓
▲	<b>Mandatory Training for people leaders</b>	<ul style="list-style-type: none"> <li>• Disability Confidence for Staff</li> <li>• Disability Confidence for People Leaders</li> <li>• PID Awareness for People Leaders</li> <li>• Record Keeping for People Leaders</li> </ul>	✓	✓	✓	✓

## Mandatory Training

To be adopted by Waverley in 2025 as an audit response with aim to report to NSW Audit Office.

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
▲	<b>Records Management</b>	✓	✓	✓	✓
▲	<b>Privacy Awareness</b>	✓	✓	✓	✓
▲	<b>Code of Conduct Refresher</b>	✓	✓	✓	✓
▲	<b>Cyber Security Awareness</b>	✓	✓	✓	✓

# 04 Culture and Values

## Strategic Goal

Living our values and building a high-performance culture.

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
★	Corporate Induction	✓	✓	✓	✓
★	Disability Awareness Training	✓	✓	✓	✓
★	Psychosocial Training	✓	✓	✓	✓
★	HSR Certification provided to HSR representatives	✓	✓	✓	✓

## Strategic Goal

Sustainability — Sustainable practice is second nature in Waverley.

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
★	Develop employee awareness and behaviours that support Council's commitment to sustainability, climate change, urban ecology and principles of circular economy			✓	✓

## Strategic Goal

Customer Experience — Putting the customer at the centre in all that we do.

CATEGORY	PROGRAM	Q1	Q2	Q3	Q4
★	Deliver customer experience training that supports employees to provide great service and meet our service promise to care, listen and deliver		✓		



WAVERLEY  
COUNCIL

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**CUSTOMER SERVICE CENTRE**

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