



WAVERLEY  
COUNCIL

# WAVERLEY COUNCIL ANNUAL REPORT

---

2018–19



# CONTENTS

<b>Preface</b>	<b>04</b>	<b>Part 3: Meeting our Additional Statutory Requirements</b>	<b>91</b>
<b>Our Performance Snapshot</b>	<b>05</b>	Amount of rates and charges written off during the year	92
<b>Mayor's Message</b>	<b>06</b>	Mayoral and Councillor fees, expenses and facilities	92
<b>General Manager's Message</b>	<b>08</b>	Councillor induction training and ongoing professional development	93
<b>Part 1: Waverley Council Overview</b>	<b>09</b>	General Manager and Senior Staff Remuneration	93
Our Community Vision	10	Report on Infrastructure Assets	94
Our Local Government Area (LGA) Map	11	Government Information (Public Access)	97
Waverley - Our Local Government Area	12	Public Interest Disclosures	100
The Elected Council	14	Compliance with the Companion Animals Act and Regulation	101
Council Committees	15	Amount incurred in legal proceedings	102
Our Mayor and Councillors	16	Progress against Equal Employment Opportunity (EEO) Management Plan	105
Our Organisation	20	Progress report - Disability Inclusion Action Plan 2018–19	109
Our Planning Framework	21	Swimming pool inspections	115
External bodies exercising Council functions	23	Works undertaken on private land	115
Partnerships and Cooperation	24	Recovery and threat abatement plans	115
Our Financial Snapshot	25	Voluntary Planning Agreements	116
Performance Ratios	27	Contracts awarded by Council	118
Awards received	31	Report on Special Rate Variation	119
Grants and Donations awarded	32		
Grants received	36		
Sponsorships received	37		
<b>Part 2: Delivery Program Achievements</b>	<b>39</b>		
Arts and Culture	40		
Community Services and Well-being	44		
Recreation and Open Spaces	50		
Local Economy	56		
Planning, Development and Heritage	60		
Transport, Pedestrians and Parking	64		
Buildings and Infrastructure	68		
Sustainable Environment	72		
Sustainable Waste	76		
Corporate Leadership & Engagement	80		
Knowledge and Innovation	86		

# PREFACE

## PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Council's performance during the 2018–19 financial year in relation to the principal activities detailed in the Delivery Program 2018–21 and Operational Plan 2018–19.

## THE ANNUAL REPORT IS MADE UP OF FOUR PARTS:

### Part 01.

Is an overview of Council

### Part 02.

Provides details of Council's performance against the Delivery Program 2018–21

### Part 03.

Provides additional reporting information required by legislation

### Part 04.

Contains Council's audited financial statements

The first three parts are published in one volume. Part four is published separately.

This report is prepared in accordance with Section 428 of the Local Government Act 1993 and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW.

# OUR PERFORMANCE SNAPSHOT

The Waverley Community Strategic Plan 2018–2029 is built around 11 themes.

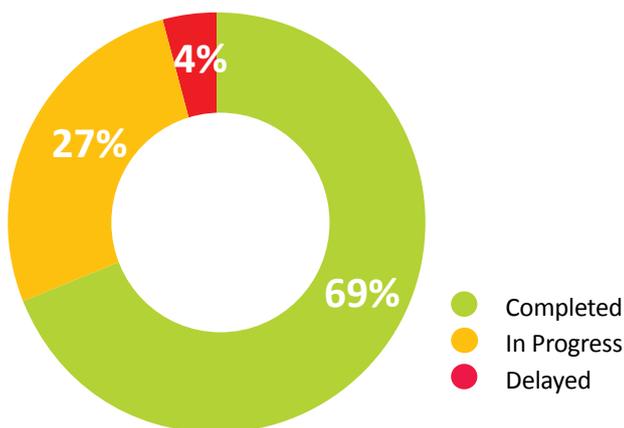
- Theme 1: Arts and Culture
- Theme 2: Community Services and Well-being
- Theme 3: Recreation and Open Spaces
- Theme 4: Local Economy
- Theme 5: Planning, Development and Heritage
- Theme 6: Transport, Pedestrians and Parking
- Theme 7: Buildings and Infrastructure
- Theme 8: Sustainable Environment
- Theme 9: Sustainable Waste
- Theme 10: Corporate Leadership and Engagement
- Theme 11: Knowledge and Innovation

The Delivery Program and Operational Plan are structured around these themes. Sitting beneath the themes are the strategies Council will implement to move in the direction set out in Waverley Community Strategic Plan 2018–2029, and Council’s reporting tracks progress in delivering these. Below is a summary of overall progress in implementing the actions in the Operational Plan 2018–19.

## OVERALL PERFORMANCE

**Council’s overall performance for 2018–19 in meeting targets set out in the Operational Plan 2018–19.**

In 2018–19, 69 per cent of the actions in the Operational Plan were completed, 27 per cent are in progress and four per cent were delayed.

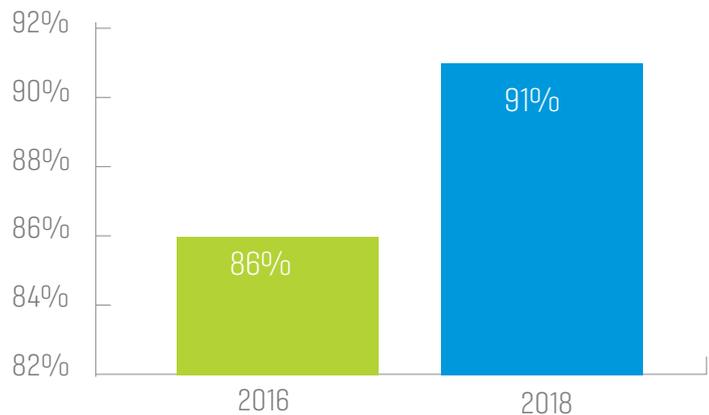


## COMMUNITY SURVEY 2018

In 2018, Council engaged Micromex Research to undertake a community survey to measure community satisfaction with services offered by Council.

In 2018, the overall community satisfaction with Council’s performance was 91 per cent, an increase by five percentage points from 2016.

## OVERALL COMMUNITY SATISFACTION WITH COUNCIL'S PERFORMANCE



The mean ratings of Council’s performance are significantly higher than Micromex NSW LGA benchmarks which are based on similar community surveys undertaken by other councils across NSW.

NSW LGA brand scores	Metro Benchmark	Regional Benchmark	All of NSW Benchmark	Waverley Council
Mean ratings	3.45	3.22	3.31	3.73

# 6 MAYOR'S MESSAGE



**Paula Masselos**

**Mayor of Waverley  
(25 September 2019–present)**

We would like to take this opportunity to celebrate Waverley Council's achievements in 2018–19 as we work towards a stronger future for our community.

Our Council is committed to positioning Waverley as a world-leader in knowledge and innovation and a provider of top-rate facilities for our residents and visitors.

Many of our major projects progressed in 2018–19 and a highlight has been the work undertaken in the Bondi Pavilion Restoration and Conservation Project. In April, we lodged the Development Application (DA) for the project based on a detailed design developed by our consultant heritage architects and informed by community feedback.

We will continue to listen to what the community wants on this project to deliver a Pavilion that is both a community hub and a cultural centerpiece for Bondi.



**John Wakefield**

**Mayor of Waverley  
(1 July 2018–25 September 2019)**

In June 2019, we began our Marks Park Landscape and Playground Upgrade to improve access to the park and its facilities, stop erosion of the park embankments and improve the play experience at the playground.

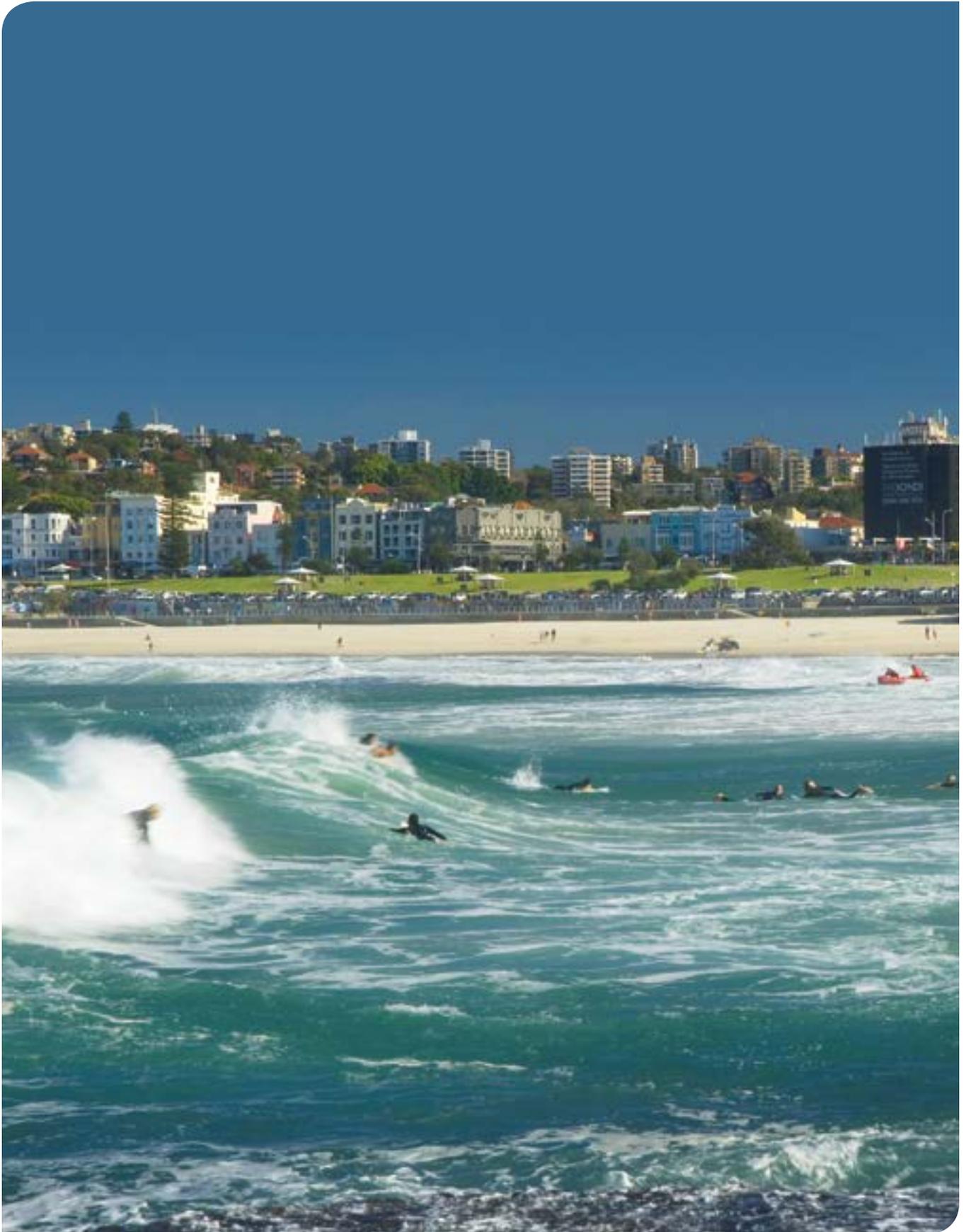
We are very proud of this project, most significantly our new accessible pathway around the perimeter of the park and new accessible lookout point at Mackenzies Point. The project also includes a new stair connection between the park and the Point, new native plantings to stabilise the park slopes, and of course, of our beautiful new playground.

We are very proud to be restoring the heritage Boot Factory at Mill Hill, Bondi Junction, for future community use. The Boot Factory is such an important building in the history of our community and our restoration will ensure this its history is preserved for future generations.

Council is improving amenities at our two most popular beaches: Bondi and Bronte. A new major public toilet and shower facility will be built at the southern end of Bondi Beach off the promenade and the Bronte Beach amenities block will be restored.

Parking continued to be a major focus in 2018–19, and we proudly introduced several initiatives to make parking fairer for all. The biggest change we implemented was switching off parking meters in the Bondi Junction CBD after 6pm and at Bondi Beach after 7pm year-round. We also removed the \$1 fee for the first hour of parking at Eastgate and the \$45 fee for the first residential parking permit. Our 15-minute "drop-in" zones in Bondi Beach, Bondi Junction and Charing Cross have also been a big hit. We will continue to work hard to get things done and to make Waverley more livable and more beautiful.

**Paula Masselos and  
John Wakefield,  
Current and Former Mayors of  
Waverley**



# GENERAL MANAGER'S MESSAGE



Waverley Council has a guardianship role for our local government area: we provide services and amenity to the community, we care for the environment and help keep the area clean, and we contribute to keeping residents and visitors safe. We also work in partnership with community organisations, businesses, NGOs and other layers of government to shape outcomes and support investment in our community.

The 2018–19 financial year has been a busy one. Alongside the delivery of a range of capital projects and services and various infrastructure upgrades, the organisation has had a major focus on rebuilding its capability, processes and systems following on from previously proposed amalgamation proposals. This work is focused on improving customer service, asset management and financial and operational management – How effectively and efficiently we deliver services and look after the community's assets. This work continues with system and process enhancements and service reviews programmed in 2019–20.

Council's financial position remains strong and stable, with a net operating surplus of \$7.5 million

for the 2018–19 year. Our cash and investments amount to \$179 million as at 30 June 2019. Council has a very small infrastructure backlog compared with the industry benchmarks and continues to work to upgrade existing assets and create new amenity for residents and visitors. We are adding to the organisation's capability to analyse the efficiency and effectiveness of its business operations and to provide robust advice to the elected Council on how to ensure future financial sustainability.

Some project highlights during this year include:

- Waverley Cemetery Coastal Walk was reopened in November 2018, after significant storm damage in 2016. The project included reopening a section of the much-used Coastal Walk as well as a viewing platform. The project was recognised by winning a Waverley Heritage and Design Award earlier this year.
- In April 2019, Council started a major asset renewal project at North Bondi which replaces the stormwater culvert and promenade between Ramsgate Avenue and the water, new ramps and stairs down to the children's pool as well as remediation works to the pool itself.
- In April 2019, Council lodged a Development Application for the Bondi Pavilion Restoration and Conservation project. This followed many rounds of community consultation to arrive at an agreed project design.
- Last year, 46 footpath projects were completed, with 11,300m<sup>2</sup> of concrete footpath reconstructed and 29 roads were resheeted across Waverley.

Our varied services touch many people in our community. Some 'snapshots include' over 16,000 people attending our Seniors Centre and 513,000 visits to Waverley Library with 387,432 book loans. Grants totaling \$114,841 enabled groups and individuals to deliver an impressive range of 'small' community, cultural, environmental and streetscape improvement projects. A total of 43 initiatives engaged Waverley's community in projects as diverse as mental health first aid, solar power installation and native habitat protection in schools. We also received a total of 874 development applications across the year.

**Ross McLeod**  
General Manager

# Part 01.

## WAVERLEY COUNCIL OVERVIEW

# OUR COMMUNITY VISION

Waverley: connecting the city and the sea.

A welcoming and cohesive community that celebrates and enhances our spectacular coastline, vibrant places, and rich cultural heritage.



# OUR LOCAL GOVERNMENT AREA

Waverley LGA consists of four wards as outlined here:



# WAVERLEY – OUR LOCAL GOVERNMENT AREA



## OUR LOCAL GOVERNMENT AREA:

**9.2km<sup>2</sup>**

## OUR DWELLINGS AND BUSINESSES:



**31,564**  
dwellings



**39,132**  
registered businesses

## MEDIAN AGE

**35** years

- 16 per cent of our residents are 0–14 years old
- 9.2 per cent are 15–24 years old
- 62.1 per cent are 25–64 years old
- 12.7 per cent are more than 65 years old

## OVERSEAS BORN RESIDENTS

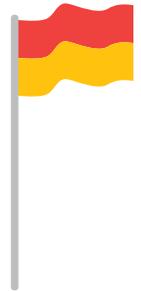
**38.4%**

## OUR SUBURBS:

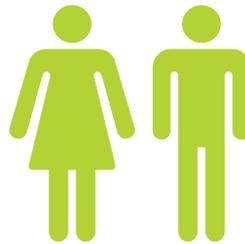
Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley

## OUR ATTRACTIONS:

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



# POPULATION



## TOTAL POPULATION

**74,114**

## PROJECTED POPULATION 2031

**80,100**

## POPULATION DENSITY

**77.99**

persons per hectare

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

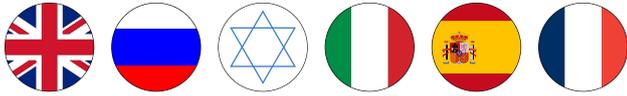
**274**



## LANGUAGES

68.8 per cent of us speak English at home while 20.9 per cent speak a language other than English

Russian is spoken by 2.2 per cent of our residents, 2.1 per cent speak Spanish, 1.9 per cent Portuguese, 1.8 per cent French and 1.7 per cent Italian



### JEWISH COMMUNITY

Waverley's Jewish community of

**10,076**

residents makes up 15.1 percent of our total population

## EDUCATION

### NUMBER OF SCHOOLS

**17** (including both primary and secondary)

73 per cent of our residents aged over 15 years have completed year 12 schooling or equivalent

44.5 per cent of our residents aged over 15 years have a Bachelor or higher degree compared to 24.1 per cent for Greater Sydney

20 per cent 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

### AVERAGE HOUSEHOLD SIZE

 **2.3** people

## ECONOMY



**\$4.36 billion**  
gross regional product

More than  
**27,546**  
jobs in Waverley

### RENTING HOUSEHOLDS

**43%**

### MEDIAN WEEKLY RENT

**\$620**

### MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2016 was

**\$2,300** compared to \$1,482 for Greater Sydney

### SINGLE PERSON HOUSEHOLDS

**24.7%**



### HIGH EMPLOYMENT SECTORS

Retail trade, Healthcare and Social Assistance, Accommodation and Food Services, Education and Training, and Professional Scientific and Technical Services

**79.9%** of Waverley properties are connected to the internet

# THE ELECTED COUNCIL

Council has 12 elected members comprising a Mayor and 11 Councillors. The last local government election was held on 9 September 2017. Councillors are elected by Ward (a geographical area). Waverley has four Wards - Bondi, Waverley, Hunter and Lawson. The position of Mayor is elected by the Councillors every two years. The position of Deputy Mayor is elected annually. The role of the elected Council is to set the strategic direction for the Council, ensure financial sustainability, review the performance of the Council and to provide effective civic leadership to the community.

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

- Be an active and contributing member of the governing body
- Make considered and well-informed decisions as a member of the governing body
- Participate in the development of the integrated planning and reporting framework
- Represent the collective interests of residents, ratepayers and the local community
- Facilitate communication between the local community and the governing body
- Uphold and represent accurately the policies and decisions of the governing body

- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

Council encourages the members of the community to attend meetings of Council. All meetings are open to the public and usually take place on the third floor of the Council Chambers. Members of the public can address Council on any issue included on the Agenda for the meeting. Council meetings are usually held on the third Tuesday of the month. Council's two Standing Committees, the Operations and Community Services Committee and the Strategic Planning and Development Committee, usually meet on the first Tuesday of each month, except in January.

To improve accessibility for the public Council live streams all Council meetings and meetings of its Standing Committees.



# COUNCIL COMMITTEES



Council convenes and supports several advisory and consultative committees. These committees tackle broad local issues and provide a forum for discussion among Council representatives, local agencies and community members. These committees include:

- Community Safety Advisory Committee
- Environmental Sustainability Advisory Committee
- Multicultural Advisory Committee
- Waverley Access Committee
- Waverley Audit Committee
- Waverley Business Forum
- Waverley Cycling Advisory Committee
- Waverley Housing Advisory Committee
- Waverley Public Art Committee
- Waverley Surf Life Saving Club Committee
- Waverley Traffic Committee

# OUR MAYOR AND COUNCILLORS

(July 2018–September 2019)



## JOHN WAKEFIELD MAYOR

(1 July 2018–25 September 2019)

**Australian Labor Party**  
Bondi Ward

### Represented Waverley Council on:

- Environmental Sustainability Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Business Forum
- Waverley Traffic Committee



## DOMINIC WY KANAK DEPUTY MAYOR

(1 July 2018–25 September 2019)

**Greens**  
Bondi Ward

### Represented Waverley Council on:

- Community Safety Advisory Committee
- Multicultural Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Business Forum
- Waverley Housing Advisory Committee
- Waverley Surf Life Saving Club Committee



## LEON GOLTSMAN

**Liberal Party of Australia**  
Bondi Ward

### Represented Waverley Council on:

- Environmental Sustainability Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Access Committee



### **SALLY BETTS**

**Liberal Party of Australia**  
Hunter Ward

#### Represented Waverley Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee



### **STEVEN LEWIS**

**Australian Labor Party**  
Hunter Ward

#### Represented Waverley Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Audit Committee



### **WILL NEMESH**

**Liberal Party of Australia**  
Hunter Ward

#### Represented Waverley Council on:

- Environmental Sustainability Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Housing Advisory Committee
- Waverley Surf Life Saving Club Committee



**ANGELA BURILL**  
**Liberal Party of Australia**  
 Lawson Ward

**Represented Waverley Council on:**

- Community Safety Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Public Art Committee



**ELAINE KEENAN**  
**DEPUTY MAYOR**  
**(25 September 2019–present)**  
**Greens**  
 Lawson Ward

**Represented Waverley Council on:**

- Environmental Sustainability Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Access Committee
- Waverley Public Art Committee



**PAULA MASSELOS**  
**MAYOR**  
**(25 September 2019–present)**  
**Australia Labor Party**  
 Lawson Ward

**Represented Waverley Council on:**

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Multicultural Advisory Committee
- Waverley Public Art Committee
- Waverley Surf Life Saving Club Committee



**TONY KAY**  
 Liberal Party of Australia  
 Waverley Ward

Represented Waverley  
 Council on:

- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Traffic Committee



**GEORGE COPELAND**  
 Greens  
 Waverley Ward

Represented Waverley  
 Council on:

- Environmental Sustainability Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Audit Committee
- Waverley Housing Advisory Committee



**MARJORIE O'NEILL**  
 Australian Labor Party  
 Waverley Ward

Represented Waverley  
 Council on:

- Community Safety Advisory Committee
- Operations and Community Services Committee
- Strategic Planning and Development Committee
- Waverley Surf Life Saving Club Committee



# OUR ORGANISATION

## OUR VISION

Connect, Create and Celebrate our People, Places and Partnerships.

## OUR MISSION

Wow! This is Waverley.

## OUR VALUES

Together, Responsible, Engaging, Creative.

## COUNCIL IS MADE UP OF FIVE DIRECTORATES:

1

GENERAL  
COUNSEL

2

FINANCE

3

PLANNING,  
ENVIRONMENT AND  
REGULATORY

4

COMMUNITY,  
ASSETS AND  
OPERATIONS

5

CUSTOMER SERVICE  
AND ORGANISATION  
IMPROVEMENT

# OUR PLANNING FRAMEWORK

All councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework.

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 for the future 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 which considers

the Quadruple Bottom Line, social, economic, environmental and civic leadership, and the Social Justice Principles of equity, access, participation and rights. The diagram below shows the framework hierarchy:



# THE COMMUNITY STRATEGIC PLAN: WAVERLEY COMMUNITY STRATEGIC 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 may also be engaged in delivering the long-term community outcomes of this plan.

Waverley Community Strategic plan 2018–2029 has a long-term outlook and covers a 11-year period. It is reviewed every four years and

addresses social, environmental, economic and civic leadership matters in an integrated manner.

---

## DELIVERY PROGRAM AND THE RESOURCING STRATEGY

The Delivery Program is the point where the community's goals in the Community Strategic Plan are systematically translated into actions that Council will deliver. The Delivery Program is the elected Council's statement of commitment to the community. Priorities and actions 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. The Operational Plan sits under the

Delivery Program and lists all the actions that 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 four resourcing strategies to support the delivery of the Community Strategic Plan.

It consists of the:

- Long Term Financial Plan—Fifth version (LTFP5.1)
- Strategic Asset Management Plan—Fifth version (SAMP5)
- Environment Action Plan—Fourth version (EAP4)
- Workforce Plan—Third version.



# EXTERNAL BODIES EXERCISING WAVERLEY COUNCIL FUNCTIONS

In accordance with a direction issued by the Minister for Planning on the 22 June 2018, the Waverley Development Assessment Panel was re-named the Waverley Local Planning Panel (WLPP).

WLPP determines significant development applications (DAs) in the Waverley LGA. This includes DAs where there are numerous objections or a conflict of interest.

The WLPP also provides advice to Council on planning proposals.

The WLPP is directed to exercise its function by the Minister for Planning in the Local Planning Panels Direction – Development Applications (February 2018) and in the Local Planning Panels Direction – Planning Proposals (November 2018).

WLPP is made up of a pool of planning experts and meets monthly.

Councillors are no longer involved in the decision-making process for determining DAs, allowing them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. WLPP meets on the last Wednesday of the month. Meetings are held at Council Chambers. In 2018–19, the panel had 11 meetings.

# PARTNERSHIPS AND COOPERATION

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC) which is an association of local councils in the south eastern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Key issues under consideration include planning, environment, transport, community development, urban design, sustainability and local government management.
- Waverley Library has a collaborative partnership with five SSROC libraries for the purchase of materials. Council's Library Services share a document delivery van with all libraries in the Sydney metropolitan area.
- Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six councils: Bayside Council, City of Sydney Council, Inner West Council, Randwick City Council, Waverley Council and Woollahra Municipal Council.
- Council is a member of the Sydney Coastal Councils Group which includes councils located on Sydney's coastline and aims to promote coordination on issues relating to the urban coastal environment and waterways.
- Council, in conjunction with Woollahra Municipal Council and Randwick City Council, runs the three-Council Regional Environment Program which undertakes significant projects to achieve meaningful reductions in energy, water and waste across the Eastern Suburbs, including Solar my School, enabling the uptake of electric vehicles and Compost Revolution.
- Council and Woollahra Municipal Council are in partnership to share resources and workforces through the Alexandria Integrated Facility works depot and are in partnership to construct a new State Emergency Service facility to jointly serve their communities.
- The Waverley Community Living Program (WCLP) provides independent living skills development and transition to independent living for adults with a mild intellectual disability. WCLP is a registered service under the National Disability Insurance Scheme.
- Council partners with 17 community organisations to provide key services to the Waverley area and regionally through the provision of funding and/or subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing support, drug and alcohol services and domestic violence support.
- Council jointly coordinates the Eastern Sydney Aged and Disability Interagency Network with Randwick City Council. Council co-ordinates the Homelessness Coalition and is an active member of the Eastern Sydney Homelessness Assertive (outreach) Collaboration ESHAC. The headspace regional youth mental health service is supported by Waverley Council and Randwick City Council.
- Council partners with the Bondi and Districts Chamber of Commerce to host the Waverley Business Forum, Bondi Winter Magic and the Waverley Local Business Awards.
- Council is a member of the Cities Power Partnership (CPP) which consists of more than 100 councils from across Australia working together to tackle climate change.

*Dover Heights*



# OUR FINANCIAL SNAPSHOT

Council's financial position as at 30 June 2019 was sound.

## HIGHLIGHTS

# \$141m

total income from continuing operations

# \$133.5m

total expenses from continuing operations

# \$7.5m

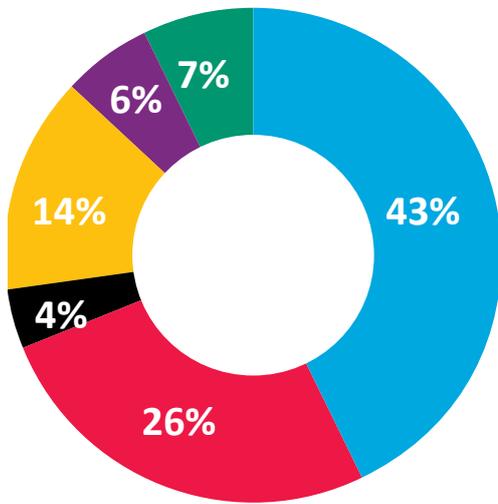
net operating result for the year

# \$1.2b

net assets



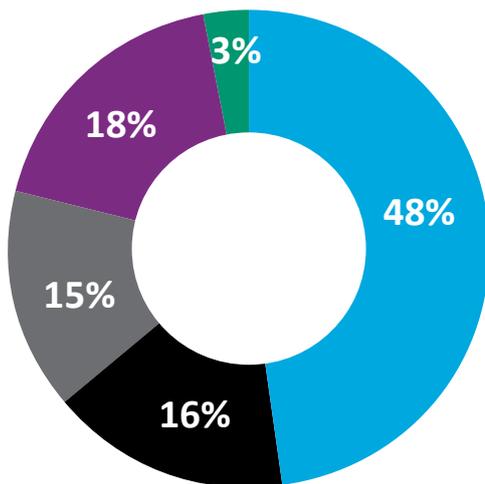
## SOURCING OUR REVENUE ('000)



- Rates and annual charges
- User charges and fees
- Interest and investment revenue
- Other revenues
- Grants and contributions provided for operating purposes
- Grants and contributions provided for capital purposes

Revenue Sources	Amount (\$)	Per cent
Rates and annual charges	61,429	43%
User charges and fees	36,444	26%
Interest and investment revenue	5,266	4%
Other revenues	20,109	14%
Grants and contributions provided for operating purposes	8,378	6%
Grants and contributions provided for capital purposes	9,411	7%

## IDENTIFYING OUR EXPENSES ('000)



- Employee benefits and on-costs
- Materials and contracts
- Depreciation and amortisation
- Other expenses
- Net losses from the disposal of assets

Expenses	Amount (\$)	Per cent
Employee benefits and on-costs	64,349	48%
Borrowing costs	90	0%
Materials and contracts	21,666	16%
Depreciation and amortisation	20,363	15%
Other expenses	23,337	18%
Net losses from the disposal of assets	3,732	3%

# PERFORMANCE RATIOS

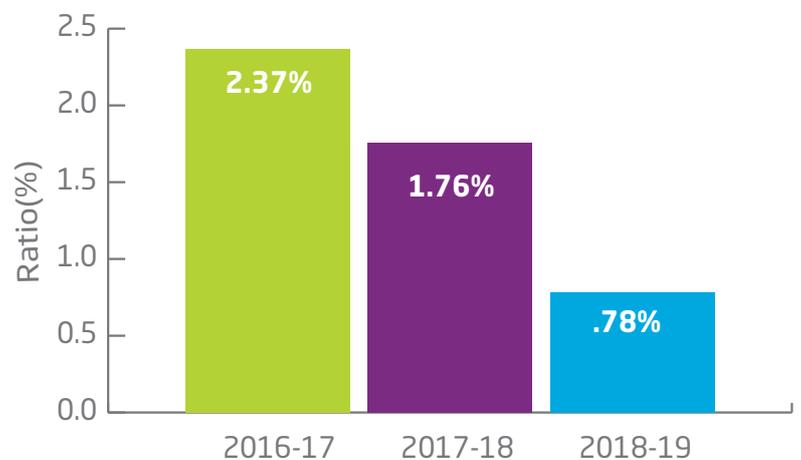
## CASH AND INVESTMENTS

Council's Cash and investments amounts to \$179 million on 30 June 2019.

## OPERATING PERFORMANCE RATIO

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

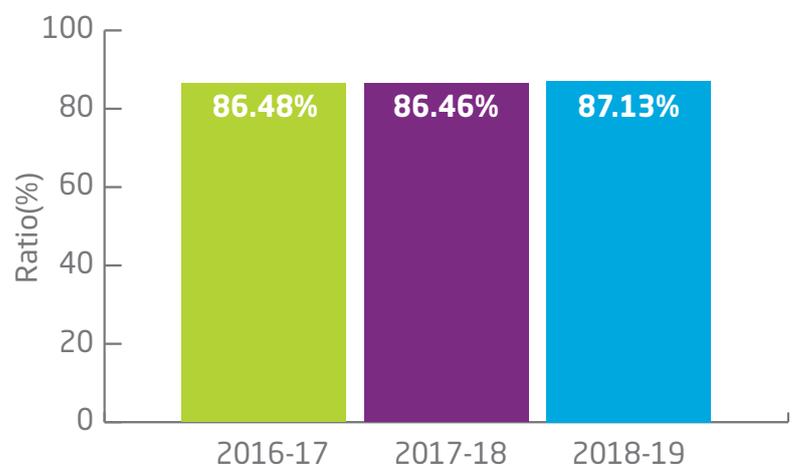
Council's operating performance ratio of .78 per cent reflects a surplus in operating revenues over operating expenses and exceeded the Office of the Local Government (OLG) benchmark of greater than zero per cent. Council's operating performance ratio has remained positive in the last three years as increases in adjusted operating revenues exceeded increases in costs.



## OWN SOURCE OPERATING REVENUE RATIO

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Council's own source operating revenue ratio of 87.13 per cent reflects a low level of reliance on externally sourced grant revenue and exceeded the OLG benchmark of greater than 60 per cent. The ratio has remained relatively stable above the benchmark of 60 per cent over the last three years.

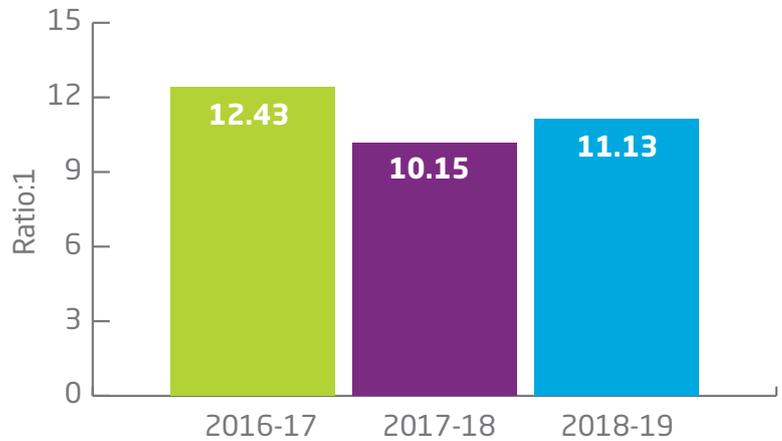


## UNRESTRICTED CURRENT RATIO

This ratio is used to assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

This ratio indicates that Council currently has \$11.13 of unrestricted assets available to service every \$1.0 of its unrestricted current liabilities.

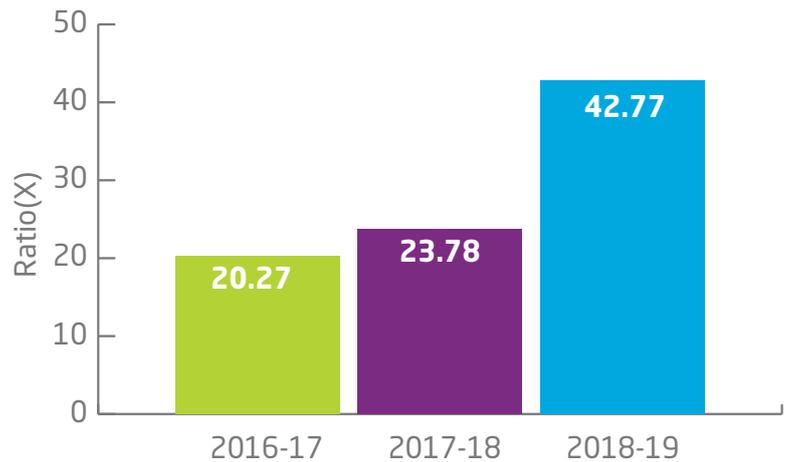
This reflects an operating buffer for use in Council's operations and exceeded the OLG benchmark of greater than 1.5 times.



## DEBT SERVICE RATIO

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

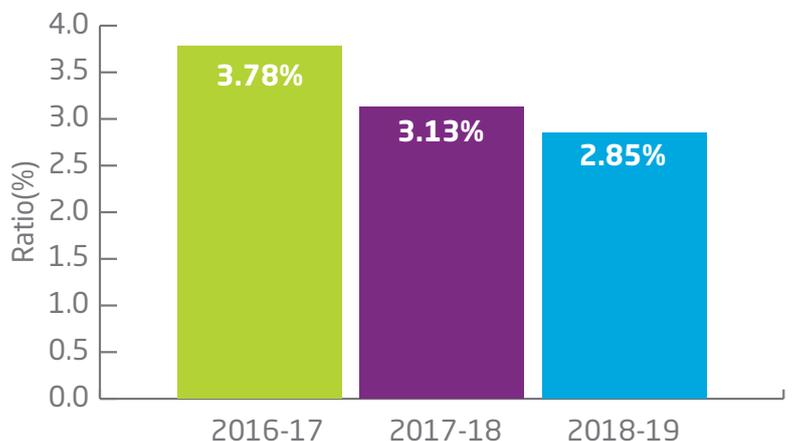
Council has a debt service ratio of 42.77 times exceeded OLG benchmark of greater than two times. The ratio highlights Council's comparatively low level of debt and debt servicing costs.



## RATES AND ANNUAL CHARGES OUTSTANDING RATIO

The ratio is used to assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

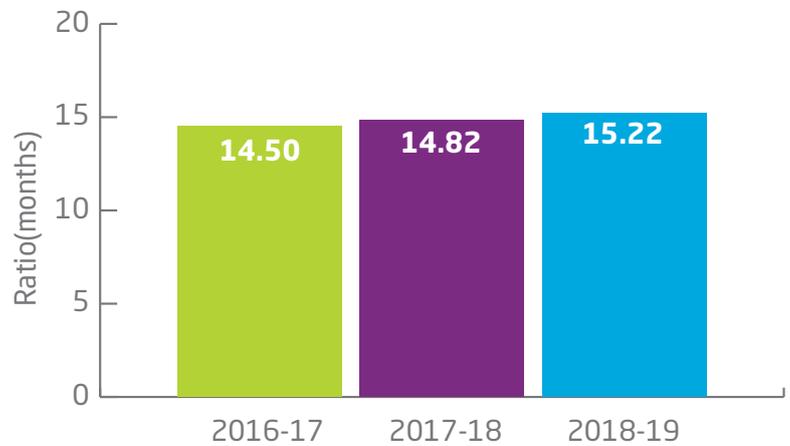
Council's rates and annual charges outstanding ratio of 2.85 per cent met the OLG benchmark of less than five per cent.



## CASH EXPENSE COVER RATIO

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

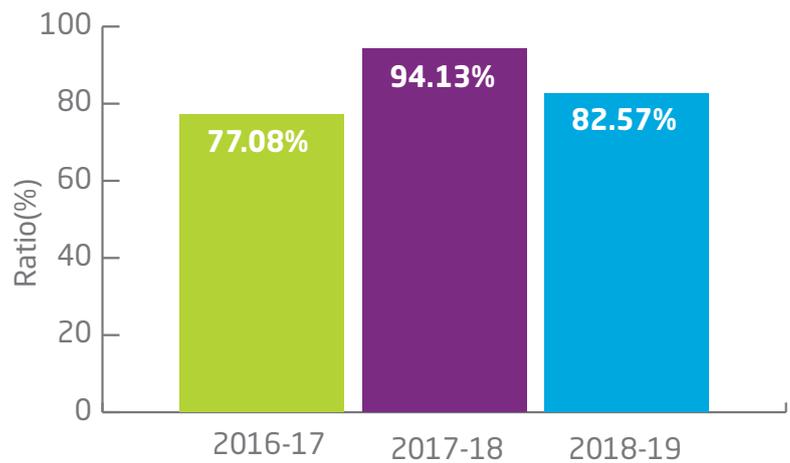
Council's cash expense cover ratio of 15.22 months exceeded the OLG benchmark of greater than three months.



## BUILDINGS AND INFRASTRUCTURE RENEWAL RATIO

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

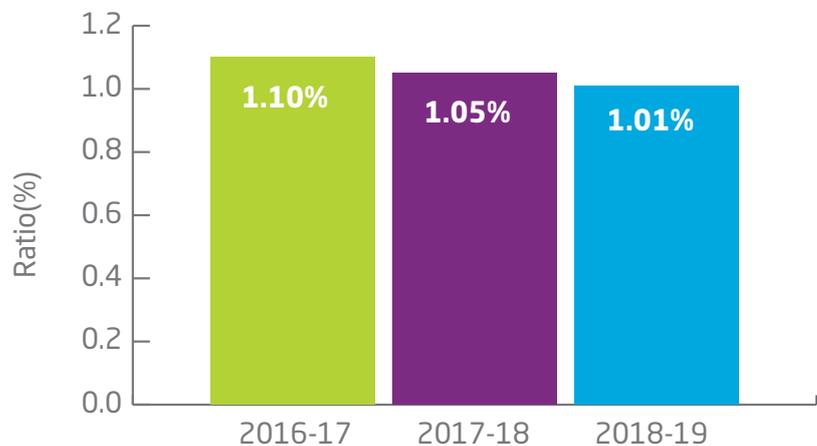
Council's infrastructure assets upgrades and renewals are carried out as per its Strategic Asset Management Plan (SAMP) and ensure sufficient spending to upkeep its assets to the community satisfactory level.



## INFRASTRUCTURE BACKLOG RATIO

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

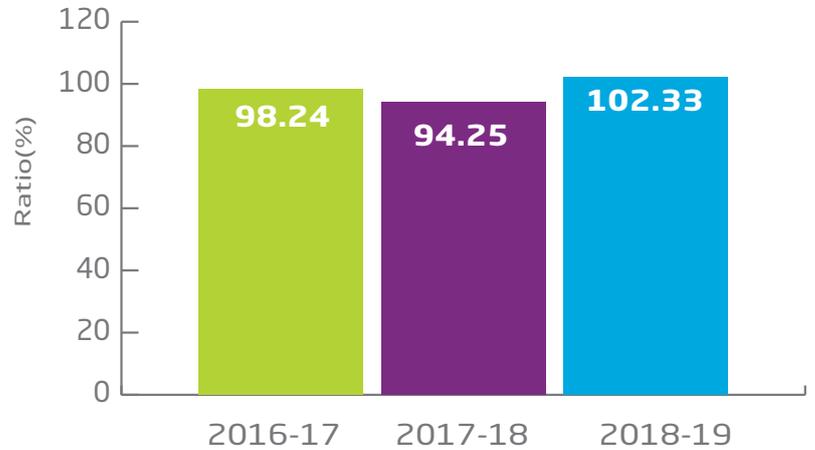
This ratio shows that Council has a small proportion of infrastructure backlog and compares favourably with the industry benchmark of less than two per cent.



## ASSET MAINTENANCE RATIO

This ratio compares actual vs. required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.

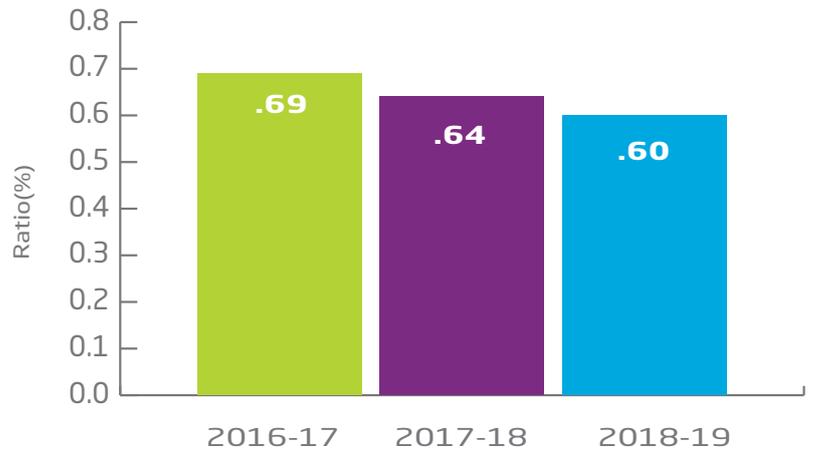
This ratio indicates Council's spending on asset maintenance is sufficient to stop the infrastructure backlog growing.



## COST TO BRING ASSETS TO AGREED SERVICE LEVEL

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

This ratio shows that Waverley Council has a small proportion of outstanding infrastructure upgrade and renewal works as compared to the total value of its assets.



# AWARDS RECEIVED

Council received awards in recognition of innovative and outstanding performance across a range of areas including outstanding environmental leadership, heritage and design and management challenge. The awards included:

Type	Category	Project/Location
Australasian Management Challenge 2019	Third Place	Waverley Warriors
Banksia Government Award	Banksia Government Award Finalists	Solar My School, Three-Council Regional Environment Program
Cities Power Partnership Awards	Renewable Energy Achievement Award Winner	Solar My School, Three-Council Regional Environment Program
Local Government NSW (LGNSW) Environmental Excellence Awards	Climate Change Action Award	Solar My School, Three-Council Regional Environment Program
Local Government Professionals Excellence Awards	Environmental Leadership and Sustainability Winner	Solar My School, Three-Council Regional Environment Program
Local Government Professionals Excellence Awards	Highly Commended - Community Partnership and Collaboration (Population over 60,000)	Solar My School, Three-Council Regional Environment Program
NSW Environment and Heritage Green Globe Awards	Climate Change Leadership Award	Three-Council Regional Environment Program
Waverley Heritage and Design Awards	Public Domain Award	Waverley Cemetery Coastal Walk

# GRANTS AND DONATIONS AWARDED

In 2018–19, Council awarded a range of community and small grants and donations amounting to \$583,033.

Grants/Donations Awarded	Amount(\$)
<b>Total Grants/Donations</b>	<b>583,033</b>
<b>Community Grants*</b>	<b>330,140</b>
Waverley Action for Youth Services (WAYS) Youth and Family	77,836
Beaches Outreach Program (BOP)	51,588
Holdsworth Community Centre (Junction House)	40,295
Wayside Chapel Foundation (Norman Andrews House)	39,666
Bondi Toy Library	22,142
The Junction Neighbourhood Centre	19,794
Randwick Waverley Community Transport	19,086
Eastern Area Tenants Service (EATS)	18,724
Australian Kiteflyers Society Inc.	15,360
Sculpture by The Sea	11,833
Bondi Beach Cottage	8,431
Waverley Bondi Beach Band	4,428
Bondi Beach Playgroup	957
* Community Grants are provided to enable the delivery of services that support the needs of children, women and families; young people and their families; tenants and people who are homeless; people with disability and older people; neighbourhood centres and outreach services.	
<b>Surf Club Grants</b>	<b>88,949</b>
Tamarama Surf Life Saving Club	32,486
Bondi Surf Bathing Life Saving Club	18,821
Bronte Surf Life Saving Club	18,821
North Bondi Surf Life Saving Club	18,821

Small grants support a range of projects including community projects, cultural projects, creative streets projects and environmental projects.

Small Grants		114,841
Recipient	Purpose	Amount
Community Projects		52,990
Bondi Beach Cottage	Data collection upgrade	4,280
Eastern Area Tenants Service	Re-develop website	4,000
Bondi Before and After School Care	Refurbishment	3,000
Clovelly Public School	Aboriginal Flag and Pole	3,000
City East Community College	Mentor Program	3,000
Eastern Suburbs Cricket Club	History Project	3,000
Francis Street Playgroup	Bondi Beach Playgroup	3,000
Pound Paws	Bondi Dog Day	3,000
National Council of Jewish Women of Australia	Cuddle Bundles	3,000
Socajoe's Foundation	Next Step Waverley Community Program	3,000
St Mary's Child Care Centre	Sustainable Garden	3,000
Waverley Action for Youth Services (WAYS) Youth and Family	A WAYS Safe Summer	3,000
Waverley Historical Society	Historical Local Bus Tours	2,500
Waverley Historical Society	Bondi Road Exhibition	2,200
Bondi Beach Cottage	Mothercraft Information Support Sessions	2,000
Waverley Old Boys Football Club	Charity Soccer Competition	1,690
Individual on behalf of volunteers	Hewlett Street Communal Garden	1,500
Headspace Bondi Junction	Young trainer-Mental Health First Aid for Youth	1,320
Individual representing garden volunteers	Reviving Waverley Park Communal Garden	1,000
Prince of Wales Hospital	Strategies for ageing well	1,000
Shepherd Centre for Deaf Children	In the shoes of a deaf child	1,000
Waverley Community and Seniors Association	Seniors Christmas celebrations	500

Small Grants		114,841
Recipient	Purpose	Amount
Cultural Projects		38,381
Sculpture by the Sea	Tactile Tours	5,000
Sculpture by the Sea	Sculpture by the Sea Mayoral Art Prize	5,000
Sculpture by the Sea	Sculpture by the Sea provision of transport service	4,050
Flickerfest	Flickerfest International Short Film Festival	3,500
Bondi Cinema Club	Bondi Cinema Club	3,000
Ella Dreyfuss	Under Twenty-Seven	3,000
Friends of Waverley Pavilion	Salty Arts Festival	3,000
Rose Bay College Music Ensemble Program Parents and Citizens Association	Salty Arts Festival	3,000
The House that Dan Built	Toy Choir Workshops	3,000
Merran Hughes	Salty Arts Festival	2,949
Gary Carsley and Renjie Teoh	The Pavilion of Clear Memory	2,882
Creative Street Projects		3,600
Levi Menaker	Graffiti prevention	2,600
Caroline Evans	Griffith Avenue Street Garden	1,000
Environmental Projects		19,870
Clovelly Public School Parents and Citizens	Solar my School	3,000
Bondi Beach Public School Parents and Citizens	Solar Power Project	3,000
Dover Heights Preschool	The Secret World of the Sun/ Solar Panels	3,000
H2O Laundry and Dry Cleaning	Solar panels	3,000
Rose Bay Secondary College	Garden Mulcher	2,870
Reddam House	Reduce Waste, Promote Recycling	2,500
Rose Bay Secondary College	Native habitat regeneration	2,500
Financial Assistance and Small Grants for Events		40,271
Avviso Public Relations	Ocean Lovers Festival	16,435
The Bondi Association for Arts and Music	Latin American Festival	12,450
Variety Club	Bondi to Batt Reef Bash	9,146
Flickerfest	Flickerfest event advertising	2,240

Venue Hire Grants*		8,832
Recipient	Purpose	Amount
Solace NSW	Fortnightly support meeting for people impacted by bereavement	1,680
VAST Training (Volunteer and Service Training)	Fortnightly training for volunteers and staff who work with people who are frail aged or have disabilities	1,600
Soccajoey's Foundation	Soccer workshops for children with intellectual disabilities	1,472
Russian Speaking Jewish Community Association (RSJCA)	Pilates and Zumba classes for the RSJCA, helping to improve their physical and social well-being	1,000
Marine Discovery Centre	Eight bookings a year for marine education activities for children	640
Computer Pals Club for Seniors	Monthly and quarterly club committee meetings and tutoring members on how to use computers	620
Waverley Action Youth Service	Quarterly Bondi Live Youth Music Project music concerts for local youth	600
Eastern Suburbs Branch of NSW Justices Association	Monthly meeting a forum for discussing matters that impact the delivery of Justice of Peace services	500
NSW Council for Intellectual Disability	Monthly meeting of the East Sydney Speak Up Group made of people living with intellectual disabilities in the community	420
Inner Sydney Regional Council for Social Development	Bi-monthly inter council meeting providing information, advocacy and support services to organisations, groups and residents in the frail aged/disability sector	300

\* The Venue Hire Grant Program aims to support groups that provide identifiable social, recreational and cultural benefits to Waverley's community. The grant covers venue hire fees.

# GRANTS RECEIVED

In 2018–19, Council received a range of grant funding including:

Grant Category	Purpose	Amount (\$)
Office of Local Government	Stronger Communities Fund	2,000,000
Office of Local Government	Financial Assistance Grants	1,959,027
Transport for NSW	Bondi Junction Cycleway	1,638,590
Commonwealth Department of Education Inclusion Support Program and NSW Department of Education	Program and Salary Grant for Early Education	207,469
Department of Infrastructure, Regional Development and Cities	Road To Recovery (R2R)	197,124
State Library	Library Per Capita Grant	175,239
Transport for NSW	State Grant Capital	170,500
Environment Protection Authority	Environmental Education/Litter Prevention Round 3/Combating Illegal Dumping: Clean-up and Prevention	165,838
Commonwealth	Seniors Program	92,800
Transport for NSW	Flood Study	73,875
NSW Environment Protection Authority	Contribution to 3 Council Program - Compost Revolution project	60,000
Ausgrid	Power 2U Solar my School	55,367
NSW Youth Opportunities Program	Innovating Work Experience Project	45,850
NSW Department of Family and Community Services	Family Support Program	42,521
NSW Department of Family and Community Services	Community Sector Development Funding	41,233
Commonwealth	Developing plans of management for Crown Reserves	30,000
NSW Department of Planning and Environment	State Grant	29,355
Commonwealth	Community Workers Program	26,038
Office of Environment and Heritage NSW	Monumental Restoration Structural Works	16,700
Revolution Apps	Compost Revolution Program Grant	13,996
Commonwealth Department of Education	Australian Apprenticeships Incentives Program	10,250
NSW Department of Industry	Elsa Dixon Aboriginal Employment Program	10,000
Revolution Apps	Environment Action Plan State Grant	2,859
NSW Youth Week Grant	Youth Week	1,827

# SPONSORSHIPS RECEIVED

Sponsor	Project	Amount (\$)
Mark and Evette Moran	Nib Literary Award	30,000
Bondi Junction RSL Sub-branch	Nib Literary Award	2,000
North Bondi RSL Sub-branch	Nib Literary Award	500
Rose Bay RSL Sub-branch	Nib Literary Award	500
Urban Growers	2018 Garden Awards - Prizes	\$1200 package
Pepo Botanic Design	2018 Garden Awards - Prizes	\$500 voucher
Bunnings Warehouse	2018 Garden Awards - Prizes	\$400 voucher
Honeysuckle Garden	2018 Garden Awards - Prizes	\$350 voucher
Dulux	2018 Garden Awards - Prizes	\$250 voucher
Yates	2018 Garden Awards - Prizes	Four garden pack worth \$60 each(\$240)
Gertrude and Alice Bookstore	Nib Literary Award	Two gift cards worth \$100 each
Growspace	2018 Garden Awards - Prizes	\$200 voucher
Sunlite Mitre 10	2018 Garden Awards - Prizes	\$179 power tool
Three Blue Ducks	2018 Garden Awards - Prizes	\$150 voucher and book
Garden Clinic	2018 Garden Awards - Prizes	Two Graham Ross Membership \$120



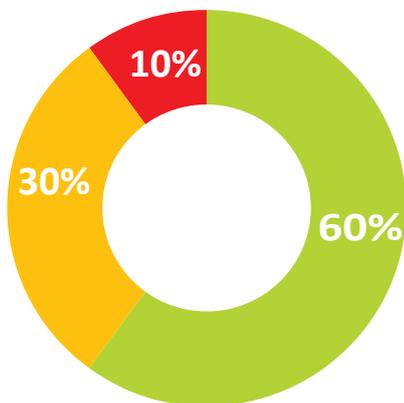
# Part 02.

## **DELIVERY PROGRAM ACHIEVEMENTS**



# ARTS AND CULTURE

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- Delayed

In 2018–19, 60 per cent of the actions in the Arts and Culture theme were completed, 30 per cent are in progress and 10 per cent were delayed.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**95% of people are satisfied with cultural, recreational and entertainment events**

**98% of people are satisfied with library services**

**95% of people are satisfied with valuing and preservation of cultural heritage**

Source: Waverley Community Satisfaction Survey 2018

# YEAR IN REVIEW

## FESTIVAL OF THE WINDS

Festival of the Winds is one of the largest and best known kite festivals in the world. In September 2018, the festival celebrated its 40th anniversary in Bondi and attracted a crowd of approximately 80,000 people.

The festival featured aerial shows, professional kite-flying, live performances, food stalls, kite making and craft workshops, jumping castles, face painting, art exhibitions and an amateur kite flying competition.

## MARK AND EVETTE MORAN NIB AWARD

The Mark and Evette Moran Nib Literary Award is Council's annual celebration of the best in Australian research and writing. In 2018, Council received 176 entries for the award with more than 49 per cent of the entries from women authors. The People's Choice Award received 577 votes.

- Helen Lewis won the Mark and Evette Moran Nib Literary Award for her non-fiction work *The Dead Still Cry Out*.
- Bri Lee won the People's Choice Award for *Eggshell Skull*
- Ben McKelvey won the Military History Prize for *The Commando: The life and death of Cameron Baird, VC, MG*.

## BONDI FEAST

Bondi Feast is a fringe-style winter festival, celebrating the best in home-grown theatre, comedy, cabaret and circus, housed at the iconic Bondi Pavilion for two weeks. In July 2018, more than 5,000 people attended the Bondi Feast Fringe Theatre, an increase of 67 per cent from 2017–18.



Festival of The Winds, Bondi Beach.

This year's edition featured a festival garden, boutique parlour tent, performances including cabaret, dance and comedy and a pop-up kitchen from MasterChef Callan Smith.

## THE ENCHANTED GARDEN

The Enchanted Garden, an exhibition targeted towards young families and children, attracted 3,000 visitors in January 2019. The project included works by prominent Australian artists Tully Arnot, Mylyn Nguyen, Trevor Smith, ChiliPhilly, Mark Etherington, David Lawrey, Jaki Middleton, Rosie Deacon and Emily Crockford.

The well-attended public program included free weekly story times and a special storytime commissioned from a children's theatre maker. The program concluded with an after dark crochet event, 40 people participated in the event.

## OCEAN LOVERS FESTIVAL

Council supported the Ocean Lovers Festival, a conservation and environmental event which ran from 11 to 14 April 2019, with an estimated audience of 15,000.

Ocean Lovers Festival seeks to build awareness of the global plight of oceans in a fun and accessible way, through a festival featuring sporting and cultural events.

Marine conservation and sustainability were the driving themes, highlighting global alliances and local best practice in the area of marine conservation. The festival featured practical demonstrations of solutions to waste recycling and reduction of plastics in everyday living, including reuse of plastics removed from ocean.



Highlights of the event included:

- Waste No More art exhibition at Bondi Pavilion Gallery
- Australian film and conservation legend George Miller, an Ocean Lovers Ambassador, opened a three-day film program featuring family friendly, fun surf, ocean wildlife films and impact environmental films, through collaborations with the Prince Albert II of Monaco Foundation, Mission Blue and exceptional local filmmakers including the team from Blue The Film and The Map to Paradise
- Celebrity tag team surfing event, Surfrider Foundation Gromfest and an Ocean Lovers lap of Bondi organised by festival ambassador and ironwoman, Lizzie Welborn
- Marina Debris' 'Trashion' Parade
- Guinness Book of Record attempt for the greatest number of swim caps recorded on a beach.

### BONDI BEACH LATIN AMERICAN FESTIVAL

Council supported the Bondi Beach Latin American Festival organised at Bondi Pavilion in March 2019, approximately 1,000 people attended.

The festival featured Latin American crafts, art, traditional food, clothing, folkloric performances, Latin dance lessons, music and dance performances on multiple stages.

### WAVERLEY YOUTH ART PRIZE

The Waverley Youth Art Prize, awarded by Council, is open to young artists aged nine to 18. In 2018, the theme Best in Show was inspired by the Chinese Year of the Dog and our relationship with animals.

The Prize was awarded to Emanuel School Year 11 student, Adena Sheps. All entries were placed on exhibition at Waverley Library.

### CREATIVE AND LEARNING EVENTS AT THE LIBRARY

Waverley Library hosted creative programs and learning activities throughout the year.

Creative activities implemented include:

- Three-dimensional printed ceramics
- Vallerstein Trio International Women's Day Concert
- Tote Bag Upcycling workshop
- Author talks, including Debbie Malone, Dina Davis, Sandy Macken, Shira Sebban, Sketchflash
- Collage Making

Learning opportunities included:

- The relaunch of Techtme and Tech Playground
- Unveiling Local History talk
- A Food and Mood Workshop
- Stronger for Longer Seniors Event
- Hollywood Studios lecture
- New after-school STEM programs, Messy Science and Blockly Games
- Higher Secondary English
- Business Study lectures and the Law Week lecture series.



Nib Awards.

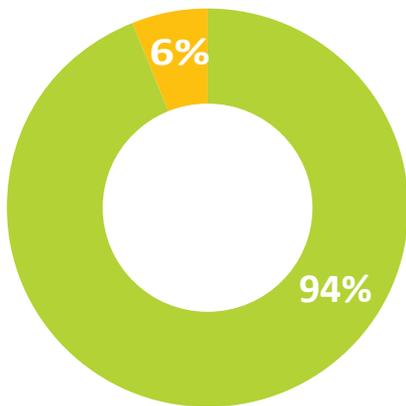


Ocean Lovers Festival.



# COMMUNITY SERVICES AND WELL-BEING

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress

In 2018–19, 94 per cent of the actions in the Community Services and Well-being theme were completed and six per cent are in progress

## 11 YEAR COMMUNITY STRATEGIC PLAN

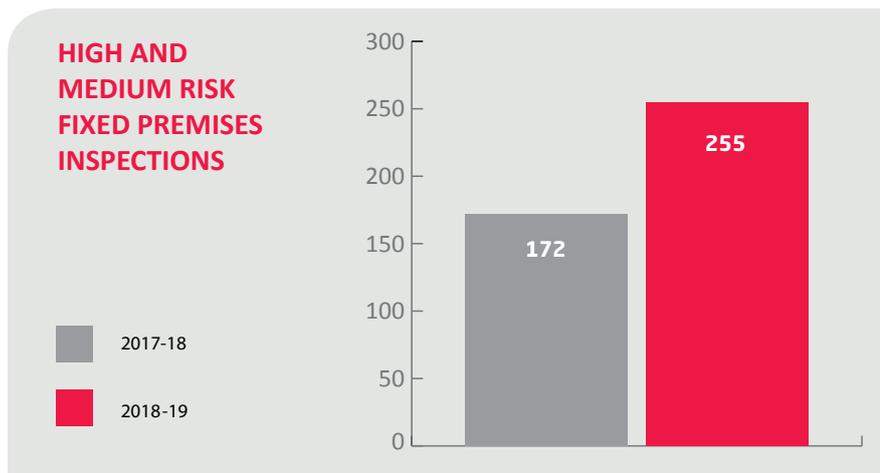
These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

- 94% of people report being satisfied with facilities and services for older people**
- 91% of people are satisfied with facilities and services for people with disabilities**
- 92% of people are satisfied with early education and child care services**
- 59% of people are satisfied with social and affordable housing**
- 90% of people are satisfied with venues and rental properties**
- 65% of people feel connected in Waverley**
- 93% of people feel safe during the day**
- 77% of people feel safe at night**

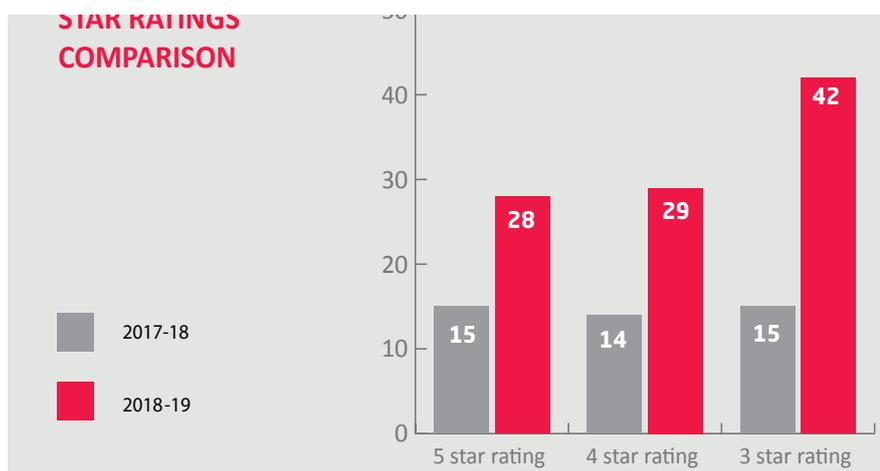
Source: Waverley Community Satisfaction Survey 2018

## FOOD SAFETY INSPECTIONS

The number of food premises categorised as high risk category and high and medium risk category reduced by four per cent in 2018–19 compared to the previous year. Five officers were appointed under the Food Act 2003.



In 2018–19, Council undertook 255 inspections for high and medium risk fixed premises in comparison to 172 inspections in 2017–18.



Of the total inspections held in 2018–19, 28 businesses received five star rating, 29 businesses received four star rating and 42 received three star rating. In 2017–18, 15 businesses received five star rating, 14 received four star rating and 15 received three star rating.

## MILL HILL COMMUNITY HUB

The Commonwealth Home Support Program (CHSP) funding for programs at Mill Hill Community and Seniors Centre has been extended until 2022. In response to changing needs and expectations, new programs were trialled as part of service enhancements for seniors.

A comprehensive program review resulted in a Wellness and Reablement Plan informing the NSW Department of Health of the centre’s approach and activities. Various initiatives with a wellness focus were organised, including a healthy eating and nutrition project in partnership with the NSW Health Promotion Unit and a project with the Community College to assist seniors in using digital technology.

A comprehensive review and update of policies and procedures of the Waverley Community Living Program, an NDIS approved service providing support to people with intellectual disability, were completed to prepare for a safeguarding and quality assessment visit.

Waverley Community Living Program organised a drought relief fund raiser in February 2019 to support farmers, raising \$2,000.

## PROGRAMS FOR CHILDREN, FAMILIES AND YOUNG PEOPLE

Bronte Early Education Centre and Waverley Family Day Care participated in the Federal Government Assessment and Rating process. The centre received an

Exceeding Quality rating and Family Day Care a Meeting Quality rating. These results confirmed high quality education and care within Council's Children and Family services.

### Partnership events and activities

A range of partnership activities were implemented with the community and other organisations to ensure children, families and young people are resilient, safe and empowered. These programs were developed in consultation with relevant stakeholders, and in response to their issues, needs and ideas.

- Youth Mental Health First Aid courses were held in July and November 2018, in partnership with South East Sydney Local Health District, 27 sports and surf club volunteers attended. These courses provide volunteers with skills to recognise young people who might be struggling with their mental health and strategies to support them
- A Principal's Symposium on early intervention for school refusal was held in partnership with Randwick City Council and NSW Department of Education and Centre 360 in August 2018. Approximately 60 teaching staff from 15 schools across the Eastern Suburbs Region and practitioners from seven child youth and family support agencies participated
- As part of a larger Innovative Work Experience Project, 50 local young people participated in Council's Creative Careers Youth Forum in June 2019, part funded through the NSW Family and Community Services Youth Opportunities Program
- Approximately 90 parents of children starting kindergarten in 2020 attended the Transition to School Forum held at Rose Bay Secondary College in May 2019. The forum is a partnership event with Woollahra Municipal Council and local primary schools
- A partnership was established with Waverley Youth and Family (WAYS), Totem Skateboarding and Bondi Skateriders to host a Skate Jam event in May 2019 at the Bondi skate bowl. More than 50 young people participated in workshops and events
- Council partnered with Randwick City Council, the Education Centre Against Violence, other member organisations of the Eastern Suburbs Domestic Violence Network and the Child and Family Interagency to deliver the Working Together Against Domestic Violence Interagency forum in October 2018. The forum was attended by approximately 70 people from community services organisations and programs, to increase capacity to collaborate effectively for safe and responsive action and support families experiencing domestic violence.

Other popular workshops explored themes such as children's communication and language development, cyber safety, safe internet usage, water safety and talking with teens around challenging teenage issues.

### COMMUNITY EDUCATION

In 2018–19, Council organised and implemented a range of community initiatives:

- In October 2018, Council supported a pre-Invictus game event. Resonating with Council's Disability Inclusion Action Plan, 'You are defined by what you can do' was the theme
- In March 2019, Family Day Care held a conference for 30 educators working in the community to enhance their knowledge and confidence around themes such as indigenous perspectives in early childhood and meaningful play
- The annual 'Welcome to Waverley' information and support evening for new families was held in March 2019, 28 participants including Families and Children's services educators participated in Council's three-part emotional health and wellbeing program for parents in June 2019
- Council partnered with City of Sydney and Randwick City Council to hold a Regional Disability Expo in June 2019 at Sydney Town Hall. Approximately 50 stall holders and 700 people participated.

### SOCIAL SUSTAINABILITY FRAMEWORK

Council prepared a discussion paper on Social Sustainability 'Consolidation and Renewal' to guide the development of Council's social actions in response to demographic change and social reforms. The paper will facilitate input and engagement with internal and external partners.

### SOCIAL AND AFFORDABLE HOUSING TENANTS

In 2018, demographic analysis and research were undertaken to



Local Hero Awards.

identify housing needs in the LGA. As a new initiative, Council's housing tenants were included in the NSW Federation of Community Housing Providers' satisfaction survey. The overall satisfaction rating for tenants in Council's programs was 92 per cent, with 89 per cent of respondents reporting that their housing provides security and stability in their lives and supports their health and wellbeing. A large proportion of respondents, 91 per cent reported feeling safe in their home, 86 per cent happy in their neighbourhood, and 81 per cent connected to their family, friends and community.

## COMMUNITY GARDEN

Following successful implementation of a gardening project at Wayside Chapel Opposite Shop on Warners Avenue and Niblick Street, the Local Connections Program held community gardening activities at Waverley Community Garden,

Hewlett Street Shared Garden, Dickson Lane, Waverley Park and Palmerston Avenue.

The Waverley Tri-Annual Garden Awards were held in November 2018, with 27 entries. The event was held at Bronte House and received positive feedback from all involved. Council's Waverley Community Garden won the Shared Garden category.

## VOLUNTEER MANAGEMENT INITIATIVES

In May 2019, 100 people attended Council's annual Volunteer Celebration and Local Hero Awards to acknowledge the contribution of the volunteers that enhance the activities and services Council provides, and the local people working hard to make a difference to the community. Audrey and Peter McCallum were presented with a Best of the Best plaque, to

acknowledge their exceptional contribution through multiple services and activities over an extended period of time.

A new volunteer management software was implemented to support and enhance volunteer initiatives in Waverley.

## RECONCILIATION ACTION PLAN

Prepared in consultation with key stakeholders, Council's draft Innovate Reconciliation Action Plan 2019–21 was submitted to Reconciliation Australia for endorsement.

In acknowledgement of National Reconciliation Week, a screening of *We Don't Need a Map* was held at the Bondi Pavilion Theatre in May 2019. The film was hosted by Lola Forester, a Yuibera/Australian South Sea Islander Woman, local resident and well-known broadcaster, and introduced by Brendan Fletcher, a

writer and producer of the film, 80 people attended.

The annual Pauline McLeod awards for Reconciliation and primary school art/high school film competitions were held through the Eastern Region Local Government Aboriginal and Torres Strait Islander forum. More than 150 people attended the ceremony at Woollahra Municipal Council. Waverley had five local schools contribute artworks and was well represented in the winners. Waverley nominees Auntie Pearl Martin, Richard Davies and Azar Muhammed won awards for their work in Reconciliation in the region.

Council received funding for one additional trainee through the NSW Department of Industry's Elsa Dixon Aboriginal Employment Program,

and the four current trainees continued in their second year of the program.

## DIVERSITY AND INCLUSION INITIATIVES

A Migrant Employment Expo was held in November 2018 at TAFE NSW, Randwick, in partnership with the Inner and Eastern Sydney Migrant Interagency. The expo provided information about local employment opportunities for people from migrant and refugee backgrounds. More than 100 people attended.

The Walk for Respect was held in March 2019 with performances by Haitians in Australia and Mi-kaisha Masella and included an inspiring speech by Dr Stepan Kerkyasharian.

Three brave speakers - an asylum seeker, a child of a holocaust survivor and a refugee, shared their personal stories of loss and hope over a meal at a well-received Refugee Week event in June 2019, 45 people attended.

Council partnered with the Department of Premier and Cabinet to facilitate access to the beach for Seniors and people with disability, to celebrate the Royals' visit to Waverley in October 2018.

Other initiatives included a beach wheelchair booking system, an easy to read format of the Disability Inclusion Action Plan and procurement of a disability awareness learning program for managers.





# Pauline McLeod Awards Ceremony



Pauline Elizabeth McLeod (1960-2017) was a remarkable Aboriginal woman and member of the Stolen Generations. Born in Darwin, Northern Territory, she became a cultural and academic author, designer, cultural education developer and performer.

One of the extraordinary performers to appear at the 2018 Pauline McLeod Awards Ceremony was a talented student from St. Anne's Primary School who was often seen on ABC TV and SBS TV screens and was a regular cultural education/performer at the Art Gallery of New South Wales, The Sydney Opera House, the Australian Museum, and the National Gallery in Canberra. Pauline participated in reconciliation forums, visited schools to present cultural stories and to work with children, and was seen in a guest lecture to Aboriginal Studies at TAFE colleges and elsewhere.

In a cultural encounter, Pauline McLeod shared her wisdom and her indigenous understanding, acceptance and respect for reconciliation and a significant Indigenous event - Reconciliation Week. The City is proud to be a part of the reconciliation, art and performance.

Inner West Council

The Pauline McLeod Awards are sponsored by the Eastern Region Local Government Association and Inner West Council. Each year the Forum presents awards to celebrate an extraordinary young person working in the region. City of Sydney, City of Sydney Local Government Council, Parramatta City Council, Waverley Council and Wollstonecraft Council.

The two award categories are: Youth (13-18 years old) and Open for all others.

In addition to these community awards, there are two programs for local students:

- The Pauline McLeod Primary School Art Competition
- The Pauline McLeod Short Film Competition

The aim of these competitions is to raise awareness of reconciliation and to enable students to connect and identify what reconciliation means to them within the theme for the year.

Primary schools are able to enter across two categories:

- Individual Kindergarten - Year 2
- Individual Years 3 - 6
- Kindergarten - Year 2
- Year 3 - 6

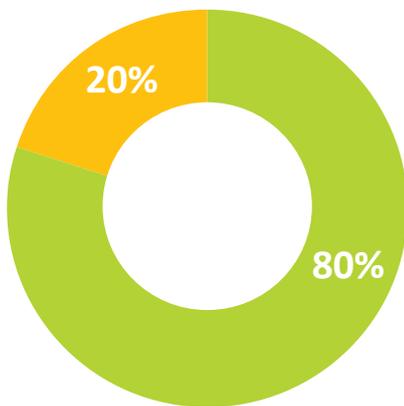
Inner West Council





# RECREATION AND OPEN SPACES

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress

In 2018–19, 80 per cent of the actions in the Recreation and Open Spaces theme were completed and 20 per cent are in progress.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**80% of people are satisfied with the quality of parks, sporting and recreational facilities and open spaces**

**76% of people are satisfied with accessibility to parks, sporting and recreational facilities and open spaces**

Source: Waverley Community Satisfaction Survey 2018

## WAVERLEY CEMETERY COASTAL WALK

The Waverley Cemetery Coastal Walk was reopened at Bronte in October 2018, following wild storms in June 2016 that forced the closure of the coastal walk and parts of the cemetery, both of which have now been remediated to withstand future storm events.

The restoration works cost more than \$4.26 million and have restored the structural integrity of the site. The works included a sea wall built over igneous dykes and within tidal zones. A feature of the coastal walk is the new lookout near the cemetery gully.

## WILLIAMS PARK AND HUGH BAMFORD RESERVE PLAN OF MANAGEMENT

Council began preparing the Plan of Management (POM) for Williams Park and Hugh Bamford Reserve at North Bondi. The POM and Masterplan will provide strategic and operational direction for the design and management of the space for 10 years.

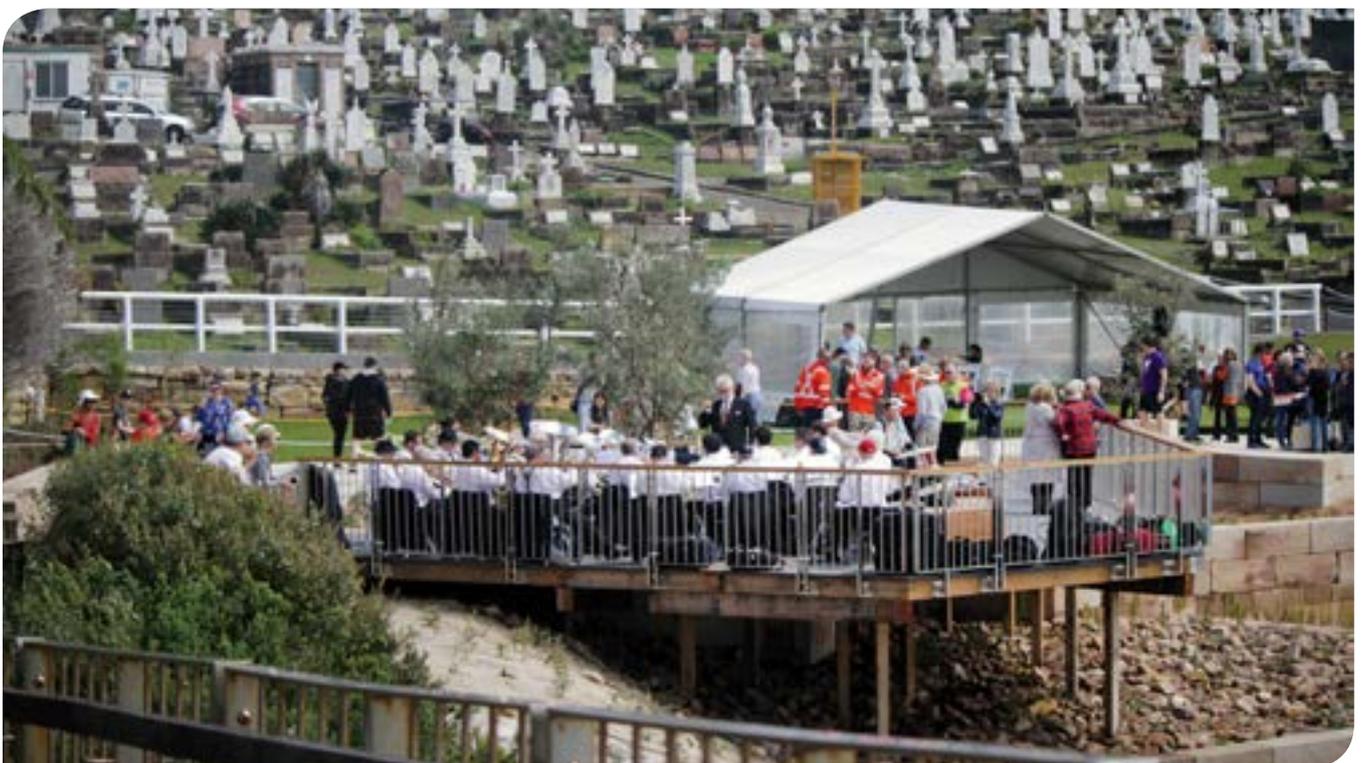
Discussions on ongoing management of rock carvings were held with La Perouse Local Aboriginal Land Council. The Land Council will continue to be involved in the development and implementation of the Plan of Management.

Community engagement began in April 2019 and a vision for the park

and reserve was drafted based on feedback. The vision sets the tone for all future works and practices within the parks.

The 10 key initiatives which the POM proposes in the Masterplan include:

- Golf-free days and time slots in morning and evening
- Redevelopment of Golf and Diggers Club building as a Council asset for lease to operators
- Grass walking route through Williams Park
- Military Road footpath and improved crossing points
- New coastal lookout to Hugh Bamford Reserve
- Improved pedestrian entry points from Military Road to both parks



Waverley Cemetery Coastal Walk Opening.



- Improved planting along cliff edge
- Nature play areas to Hugh Bamford Reserve
- Half court near Club building for community use
- Improved planting to Military Road

The proposed changes from the from the Master Plan are illustrated in the map.

## OPEN SPACE AND RECREATION STRATEGY

Council began preparing the Open Space and Recreation Strategy, to inform long-term planning, management and development direction of open space and recreation areas within the Waverley LGA.

It will include a priority program of additional Plans of Management that require review or drafting in order to comply with the new Crown Land Management Act 2016. Heritage information relating to open Spaces, including the CSIRO memorial, will be revised as part of this study.

In February and March 2019, Council received 212 responses to the initial community and stakeholder engagement. These views are key considerations for the development of the Strategy.

## PARKS AND PLAYGROUND UPGRADES

### Marks Park Upgrade

Designs works for Marks Park and the Coastal Walk fitness stations were completed and construction commenced in June 2019. Works at Marks Park include:



Clarke Reserve Park improvements.

- Continuous access path: a footpath providing step-free access to park facilities, which will link the playground, amenities block, seats and coastal viewpoints
- Stair connection between the Park and Mackenzies Point: a formal stair access from the park to the coastal walk and lookout
- New accessible lookout point for access to coastal views, providing a similar experience to Mackenzies Point for all park visitors
- Embankment stabilisation: a new native landscape planting to stabilise the embankment and prevent erosion
- New playground upgrade to replace old equipment and expand the play experience.

The works at the Coastal Walk include:

- Three new fitness stations replacing old equipment between Tamarama and Marks Park, offering a range of exercise options
- New furniture between Tamarama Park and Bondi, including bins, seats and drinking fountains.

### Clarke Reserve Park and Playground Upgrade

Following community consultation and development of concept plans for the Clarke Reserve Park and Playground Upgrade, Council received grant funding of \$100,000 from the NSW Government's Stronger Communities Fund in February 2019.

Community consultation was held in April and May 2019 to identify how this additional funding should be spent to improve the reserve. The feedback reflected a range of views, with no clear community preference.

Council endorsed the following improvements:

- Plant six new shade trees around the playground and remove two existing Banksias
- Expand the playground play experience by including equipment in addition to the multi-play piece
- Repair the rubber soft fall edging to ensure the surface achieves Australian Standards for safety, noting that the central rubber soft fall will not be replaced
- Install a drinking fountain with dog drinking bowl alongside the path at the entrance to the reserve

- Install permanent signage that identifies Clarke Reserve as a 24/7 dog on-leash area and that dogs are prohibited from being within 10m of any play equipment
- Install an overlapping garden barrier at the entrance to the playground to further deter dogs from entering the play space
- Provide the community with a management plan showing how Council will assess the effectiveness of the garden barrier over the next 12 months
- Re-locate 80 metres of garden bed adjacent to the coastal fence on the western side and replace with turf.

#### **Barracluff Park Upgrade**

Annual playground safety audits initiated in February 2018 identified

issues with equipment pieces at Barracluff Park, which were beyond their serviceable life and required removal. Council consulted the community from April to June 2019 on the proposed park upgrades, which included:

- Increasing the target age range for play equipment and experiences
- Increased seating, picnic settings, and drinking fountains
- Improving access to the playground and through the park
- Adding dynamic fitness equipment
- Adding casual sporting facilities for senior children and young people
- Adding park lighting

Council received 128 submissions on the proposed upgrades. The design concept was further

developed in response to the consultation and the amended designs now consider:

- Inclusion of more play experiences for younger children to better suit current demographics
- Removal of tennis table and reduction of tennis rebound wall size, reflective of projected use
- Addition of netball and investigation of multiple goals (basketball and netball) to allow for more users, while minimising area of hard surfacing
- The circulation path along Warners Avenue will be included in the revised concept. The circulation path wrapping around the oval will be deferred until the completion of the Waverley Council Open Space and Recreation Strategy.



Marlborough Reserve Playground Upgrade.

## GRANTS FOR PLAYGROUNDS/RECREATION FACILITIES

In February 2019, Council received funding from the Stronger Communities Fund—Tied Grants program for the following projects to a total value of \$2 million.

Project	Progress Comment
North Bondi Surf Life Saving Club Upgrade	The Development Application was submitted and is awaiting approval. The project is funded by Council (\$500,000), North Bondi Surf Life Saving Club (\$500,000), NSW Government (\$500,000) and Federal Funds (\$500,000)
Bronte Surf Life Saving Club Upgrade	Tender assessments for Head Consultant, Design Services are in progress. Council has committed \$12,000 for a probity advisor
Clarke Reserve Playground Upgrade and fencing	Community was consulted in April and May 2019 to identify how additional NSW Government funding should be spent to improve Clark Reserve. The community feedback reflected a range of views and no clear community preference on how the funding should be allocated. Council endorsed improvements for implementation
Marlborough Reserve Playground Upgrade	Design concept plans for park and playground improvement were prepared and placed on public consultation in May 2019, 31 responses were received. Amendments were made to the design based on community feedback received. A public meeting will be held to present the amended plans to the community
Varna Park Playground Upgrade	Repair and replacement works were identified. New signs were installed in the park as a priority
Waverley Park – Upgrade of cricket facilities	Eastern Suburbs Cricket Club was provided \$50,000 for purchase of portable outdoor nets and associated equipment. In agreement with the Club, \$20,000 was allocated to a feasibility study into the proposed Indoor Cricket Net Facility at Waverley Park
Bondi Beach playground upgrade	Audited the existing equipment to prioritise repairs and replacement works. Officers met with Councillors and residents on site to seek feedback on the existing playground and ideas for improvements. Council is currently seeking quotes for refurbishment of existing items.

## LAUNCH OF BONDI TO MANLY WALK

The Bondi to Manly Walk was established through the cooperation of the City of Sydney, Mosman, North Sydney, Northern Beaches, Waverley and Woollahra Councils, Property NSW, the Office of Environment and Heritage, the Sydney Harbour Federation Trust, and Bondi to Manly Walk Supporters.

Representatives from all three levels of government announced a historic partnership in November 2018 to create a single walking track from Bondi Beach to Manly Beach.

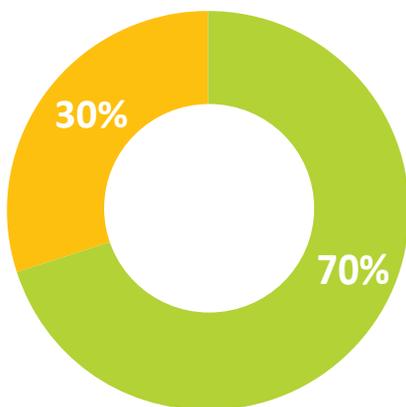
The 80 kilometre Walk will link all the existing coastal and harbourside walking tracks and paths between Bondi Beach and Manly Beach. Once completed, it will be an internationally significant multi-day walking track.

Directional signage will be installed along an agreed coastal and harbourside walking track.



# LOCAL ECONOMY

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress

In 2018–19, 70 per cent of the actions in the Local Economy theme were completed and 30 per cent are in progress.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**34,000 active businesses in Waverley**

**28,000 jobs**

**Professional, Scientific & Technical services (20.9%), Rental, Hiring and Real Estate Services(12.9%) and Construction (9.4%) business sector economy**

**49% of people are satisfied with management of natural and cultural attractions and local amenity**

**\$1,262.8million income from visitor economy**

Sources: ABR data, Economy. Id, Waverley Community Satisfaction Survey 2018

## WAVERLEY BUSINESS FORUMS

Three events were held this year:

- In June 2019, performance and resilience coach Vashti Whitfield shared a journey of adversity and resilience, 110 people attended.
- In April 2019, four female entrepreneurs shared their tips for success, 150 people attended. The speakers were:
  - Dr Kate Adams, co-owner Bondi Vet Hospital
  - Rosanna Iacono, Strategist and Managing Partner, The Growth Activist
  - Elizabeth Meryment, journalist and editor, Eastern Suburbs glossy magazine
  - Charlie de Haas, Clean Treats Factory and Charliesballs NKED brand

- In October 2018, a discussion on startups and small business was held, 200 people attended. The panel included:

- Brent Annells, Founder of Bower Garage
- Lynsey Fraser, Director and Founder of Social Media Training agency FloSocial
- Phil Stubbs, Director and Principal Trainer, Media School Sydney
- Phil Brown, Strategist, The Growth Activist

## PROPERTY COUNCIL OFFICE MARKET REPORT

Council commissioned the Property Council of Australia to measure, analyse and publish information about office space in Bondi Junction for a three-year period beginning in 2019. Below is a summary of the report.

	Total Market	A Grade	B Grade	C Grade
Total Stock (sqm)	88,740	52,766	29,598	6,376
Total Vacancy (sqm)	2,132	0	1,441	691
Total Vacancy Factor (%)	2.4%	0%	4.9%	10.8%
Future Supply (sqm)	407	407	0	0
Australian Non-CBD Office Vacancy (%)	9.1%	7.9%	9.3%	11.8%
Australian CBD Office Vacancy (%)	8.3%	6.5%	11.4%	12.0%

	Grade definitions (for existing buildings)
Grade A	High quality office building including: <ul style="list-style-type: none"> <li>• High quality views, outlook and natural light</li> <li>• High quality access from an attractive street setting</li> <li>• High quality amenities</li> <li>• High quality presentation and maintenance</li> </ul>
Grade B	Good quality office building with a good standard of finish and maintenance
Grade C	Adequate quality office space
Grade D	Poor quality office space with minimal technical services that generally do not meet the requirements of Grade C buildings

Source: Property Council of Australia

Bondi Junction recorded the lowest vacancy in the six months to January 2019, compared to all NSW markets tracked. A-Grade stock accounts for 59 per cent of the total and is fully occupied.

## VACANCY AUDIT

The business vacancy audit represents a survey of ground floor commercial usage and measures existing vacancies. Council undertakes the audit twice a year.

The audit is generally accepted as an accurate indicator of the economic health in a commercial centre. Ground floor activity exists in those areas where it can be sustained by adequate visitations, dollar spend, good infrastructure and is easily accessible.

The key findings were:

Commercial Centre	Occupancy %
Charing Cross	92.2
Macpherson Street	93.5
Bondi Road	94.3
Bronte Beach	100
Rose Bay	94.1
Bondi Junction	91.4
Bondi Beach	95.5
Waverley (average)	94.4

Waverley Occupancy Rates, February 2019

### GROUND LEVEL BUSINESS MIX FOR WAVERLEY(%)



## THE TENANCY MIX FOR BONDI JUNCTION AND BONDI BEACH

### Bondi Junction

There were 363 occupied businesses in Bondi Junction in July 2018. This dropped to 340 in February 2019.

### GROUND LEVEL MIX BONDI JUNCTION(%)



### Bondi Beach

There were 334 occupied businesses in Bondi Beach in July 2018. This increased to 340 in February 2019 with new businesses added due to the redevelopment of Pacific Bondi Beach.

### GROUND LEVEL MIX BONDI BEACH(%)



## SUSTAINABLE VISITATION STRATEGY

The draft Sustainable Visitation Strategy was placed on public exhibition in October and November 2018, with 229 responses received. The community feedback helped to inform the final strategy adopted by Council in March 2019.

The Strategy recommends a visitation framework for Waverley for the next 5 years; one that is built on collaboration and consensus from community, government and industry. It also introduces the concept of sustainable tourism as a basis for decision-making within the LGA; one that is committed to making a low impact on the environment and local culture, while supporting future employment for local people.

The Strategy responds to the local economy goals in Waverley's Community Strategic Plan 2018–2029, ensuring that tourism supports the local economy and local amenity.

## EASY TO DO BUSINESS

The Easy to do Business program was launched in May 2019 in partnership with Service NSW, to simplify the process for locals establishing or changing their cafe, small bar or restaurant. The program makes it faster for business owners to set up their business in Waverley by making it easier to complete the required applications and by streamlining and designing simpler forms via an online business portal. It helps remove the duplication of dealing with multiple regulations and agencies so businesses can open their doors faster.

In May 2019, 25 businesses in the Waverley LGA were supported through the program.



## MASTERCLASS

Council partnered with Chambers of Commerce to deliver a masterclass for local businesses. Council supports delivery and choice of topics that align with business needs. On average, 15 to 20 businesses attend the masterclass. The first class was held in February 2019 and has been operating monthly since. Topics covered include:

- How to master Facebook Ads with Flo Social
- Beyond the email - marketing automation with Active Campaign
- Why purpose matters for every business with Rosanna from the Growth Activists
- Mastering Sales with Phil Lee

## BRIGHTEST AND BEST LOCAL BUSINESSES

The 2018 Waverley Brightest & Best Local Business Awards was launched in August 2018, with awards presented in November 2018.

The awards recognise, promote and acknowledge the contributions of businesses in Waverley.

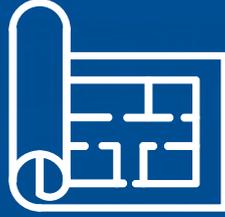
Hunter Labour Hire won the Business of the Year award and the award for Professional Services.

Brenda Miley from Let's Go Surfing was named Business Person of the Year and Let's Go Surfing also won the award for Specialised Business.

There were 2,224 nominations, with 330 finalists shortlisted.

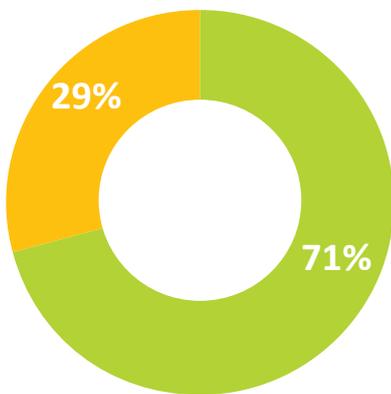


The 2018 Waverley Brightest & Best Local Business Award



# PLANNING, DEVELOPMENT AND HERITAGE

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress

In 2018–19, 71 per cent of the actions in the Planning, Development and Heritage theme were completed and 29 per cent are in progress.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**67% of people are satisfied with Council's planning controls**

**89% of people are satisfied with protection and conservation of heritage items and places**

**83% of people agree there is urban vitality and a good lifestyle quality in Waverley**

**40% of people agree that new commercial buildings are helping to preserve an attractive urban landscape and protect heritage**

**94% of people agree that new residential buildings are helping to preserve an attractive urban landscape and protect heritage**

Source: Waverley Community Satisfaction Survey 2018

## WAVERLEY LOCAL STRATEGIC PLANNING STATEMENT

In June 2019, Council endorsed the Draft Waverley Local Strategic Planning Statement (WLSPS) and Local Housing Discussion Paper for public exhibition. The documents were placed on public exhibition from July 2019.

The WLSPS sets out:

- The 20-year vision for land use in the local area
- The special characteristics which contribute to local identity
- Shared community values to be maintained and enhanced
- How growth and change will be managed into the future.

The WLSPS will be used to guide the comprehensive review of the Waverley Local Environment Plan (WLEP) and the Waverley Development Control Plan (WDCP). To inform the update of the WLEP and WDCP, a range of strategies including the Local Housing Strategy, Village Centres Strategy and Urban Forest Strategy are being prepared.

The broader comprehensive review of the WLEP and WDCP is divided into six phases. Phase one commenced in 2018 with a Health Check which included a comprehensive review of WLEP 2012 and other relevant policies. The Health Check was completed in September 2018.

The second phase involved the preparation of the draft WLSPS.

Phases three to six involve the finalisation of the WLSPS, and the preparation of a new WLEP and WDCP, which will be implemented in 2019–21.

## WAVERLEY HERITAGE AND DESIGN AWARDS

The 2019 Waverley Heritage and Design Awards were announced in April 2019, followed by an exhibition of the nominations and winning entries at the Waverley Library Gallery, from 2 to 23 May, as part of the Australian Heritage Festival.

There were eight commendations:

- St Catherine's School, Junior Administration School
- St Catherine's School with Lucas Stapleton Johnson and Lateral Projects
- Moreton Manor (formally Scarba House)
- Design 5 Architects and 30 Wellington Street, Bondi CO-AP won the Commendation for Heritage Conservation
- Waverley Cemetery Coastal Walk won the Public Domain Award
- The Doll's House, 16 Cables Place, Waverley and Lucy Shannon, Urban Rhetoric Pty Ltd won the Commendation for Emerging Architect
- Panorama House, 31A Yanko Avenue, Bronte won award for Contemporary Design and Living Screen House
- 18 Wallis Parade, North Bondi, CPlusC Architectural Workshop won the award for Outstanding Contemporary Design.

## WAVERLEY LOCAL HOUSING STRATEGY

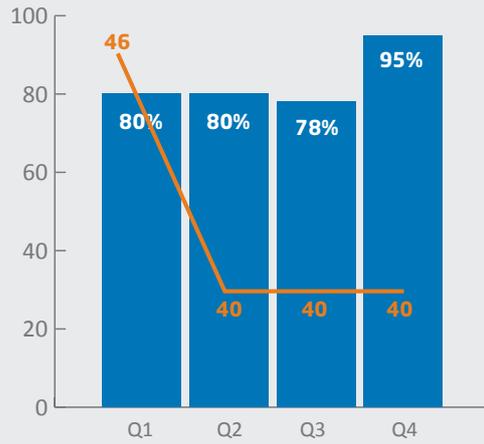
The Waverley Local Housing Discussion Paper is a precursor to the *Waverley Local Housing Strategy* and provides a snapshot of issues, trends, drivers and opportunities for housing supply in Waverley. The report comprises a local trends analysis, a demand forecast, a supply assessment and recommendations.

Based on initial testing, a draft housing target of 3,461 dwellings to 2036 was developed, 1250 of these dwellings are already in supply pipeline. An additional 2,211 need to be provided to 2036.

Dwelling capacity analyses of the current planning controls show there is capacity to accommodate this target. Further work will be undertaken to identify the most suitable areas to accommodate new development. Public consultation of the Local Housing Discussion paper commenced in the fourth quarter and the feedback received will inform the Housing Strategy finalisation.

### COMPLIANT DEVELOPMENT APPLICATION DETERMINATION

■ Percentage completed  
— Number of days



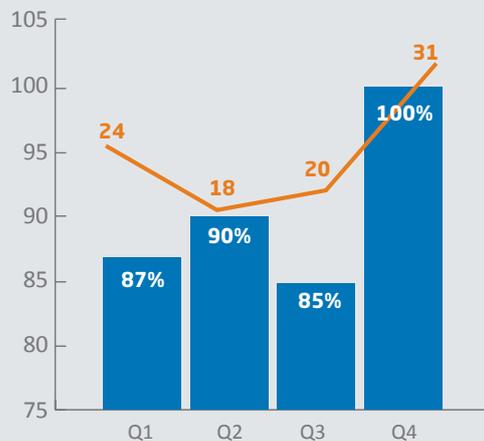
The target set for DA determination in 2018–19 was 80 per cent of LEP and DCP compliant applications are completed within 40 days.

All applications required to be referred to the Design Excellence Panel and Waverley Development Assessment Panel (now the Waverley Local Planning Panel) were referred. Feedback and comments provided were used in the assessment and determination of relevant applications, to ensure high quality building and design outcomes were achieved.

- In Q1, 80 per cent of LEP and DCP compliant DAs were determined within 46 working days
- In Q2, 80 per cent of LEP and DCP compliant DAs were determined within 40 working days
- In Q3, 78 per cent of LEP and DCP compliant DAs were determined within 40 working days
- In Q4, 95 per cent of LEP and DCP compliant DAs were determined within 40 working days. The small drops in Q1 and Q3 were due to staffing constraints.

### BUILDING CERTIFICATION INSPECTIONS

■ Percentage completed in 10 days  
— Total number of inspections

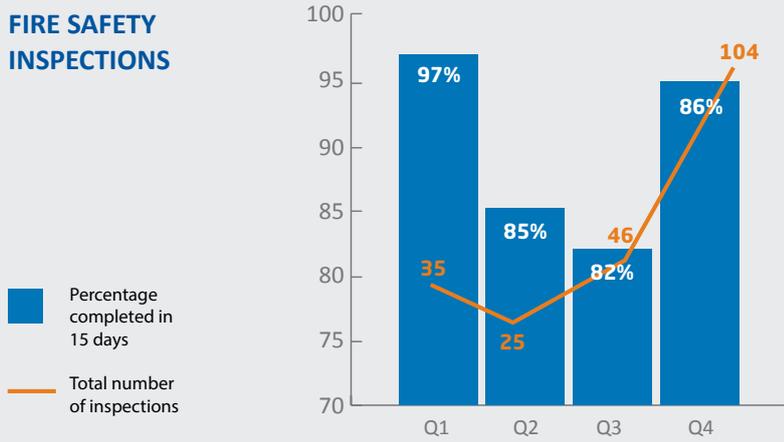


A total of 93 building certification inspections were completed and 91 per cent were done in 10 working days.

The target set for 2018–19 was for 80 per cent of building certification inspections to be undertaken within 10 working days.

- In Q1, 24 inspections were completed and 87 per cent were undertaken within 10 working days
- In Q2, 18 inspections were completed and 90 per cent were undertaken within 10 working days
- In Q3, 20 inspections were completed and 85 per cent were undertaken within 10 working days
- In Q4, 31 inspections were completed and 100 per cent were undertaken within 10 working days

## FIRE SAFETY INSPECTIONS



In 2018–19, the target was for 80 per cent of fire safety inspections to be undertaken within 15 working days.

- In Q1, 35 inspections were completed and 97 per cent were undertaken within 15 working days

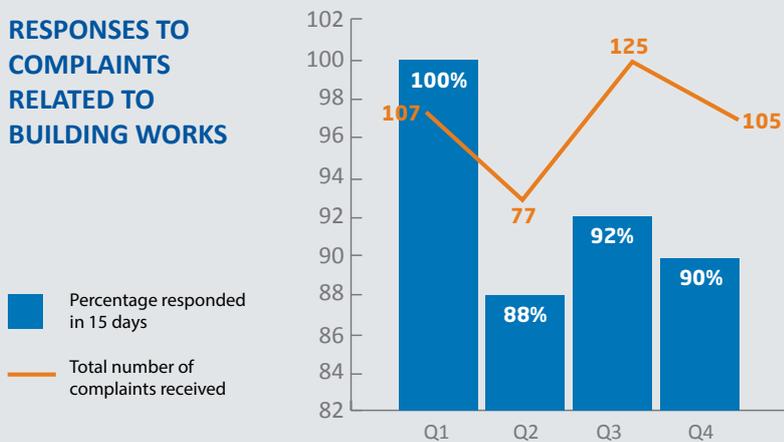
- In Q2, 25 inspections were completed and 85 per cent were undertaken within 15 working days

- In Q3, 46 inspections were completed and 82 per cent were undertaken within 15 working days

- In Q4, 104 inspections were completed and 86 per cent were undertaken within 15 working days

In 2018–19, 210 inspections were completed, with 88 per cent undertaken within 15 working days.

## RESPONSES TO COMPLAINTS RELATED TO BUILDING WORKS



The target set for 2018–19 was for 80 per cent of complaints regarding illegal development or use of buildings to be responded to within 15 working days.

- In Q1, 107 complaints of illegal use and development were received and 100 per cent were responded to within 15 working days

- In Q2, 77 complaints of illegal use and development were received and 88 per cent were responded to within 15 working days

- In Q3, 125 complaints of illegal use and development were received and 92 per cent were responded to within 15 working days

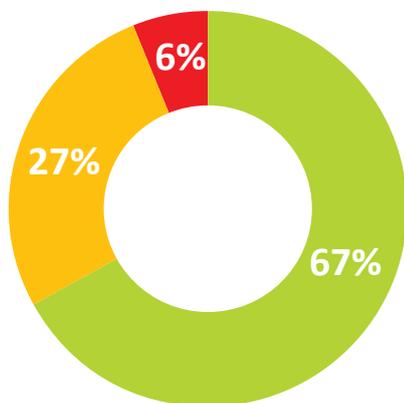
- In Q4, 105 complaints of illegal use and development were received and 90 per cent of these were responded to within 15 days.

Of the 414 complaints of illegal use and development received, 93 per cent were responded to within 15 days.



# TRANSPORT, PEDESTRIANS AND PARKING

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- Delayed

In 2018–19, 67 per cent of the actions in the Transport, Pedestrians and Parking theme were completed, 27 per cent are in progress and six per cent were delayed.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**80% of people state that Waverley's road, pedestrian and road network meet their needs**

**65% of people feel Waverley is a safe area for pedestrians**

**25% of people feel that Waverley is safe for bicycle riders**

**50% of people are satisfied with parking management**

Source: Waverley Community Satisfaction Survey 2018

# YEAR IN REVIEW

## BONDI JUNCTION CYCLEWAY AND STREETScape UPGRADE

The Bondi Junction Cycleway and Streetscape Upgrade will provide a separated cycleway through the Bondi Junction commercial centre, linking Oxford Street, Syd Einfeld Drive and Bondi Road to an existing cycleway that runs along the northern side of Centennial Park.

It will link Bondi Road to York Road via Bronte Road, Spring Street and Denison Street, connecting the cycleway to the city via the existing cycling infrastructure. When complete, it will form part of a continuous separated bike path from Bondi Road to the Harbour Bridge.

The project is a priority route driven by Council and the NSW Government with funding predominately provided by Transport for NSW.

The Review of Environmental Factors (REF) for the project was completed in May 2019. The REF examined and considered all matters affecting or likely to affect the environment as part of this project implementation.

Construction will be completed in stages to minimise disruption for drivers, cyclists, pedestrians, residents and businesses.

## SCHOOL SAFETY PROGRAMS

In response to community concerns about pedestrian and vehicle conflict along Arden Street, Council engaged consultants to undertake a safety review of Arden Street between Macpherson Street and the LGA boundary at Varna Street.

Community consultation was held in April and May 2019 on the proposed



Bondi Junction Cycleway and Streetscape Upgrade.

treatments and priorities identified as part of the safety review, 145 community responses were received.

The treatments included:

- Kerb buildouts at the signalised pedestrian crossing
- Formalisation of a new school bus zone and existing STA bus zone to current standards
- Extension of west-side Arden Street kerb between the signalised crossing and Varna Street
- Upgrade the crossing to a wombat crossing and relocate it from the intersection without impacting the nearby trees
- Narrow the travel lane, upgrade the narrow footpath on the east side of Arden Street immediately outside the school and create a shared path for walking and cycling to and from school on the west side of Arden Street.

Walk Safely to School Day was held on 17 May 2019. Council worked

with schools and parents of Bondi, Bronte and Clovelly Public Schools to encourage students to walk to school.

## RIDE TO SCHOOL AND WORK DAYS

Ride2School is a nationwide program delivered by Bicycle Network and designed to encourage students to ride to school.

The 2019 Ride2School was held on 22 March. Council supplied a bike mechanic at local primary schools for free bike tune ups to prepare students for the event.

National Ride2Work day was held on 17 October 2018. Council organised a breakfast at Oxford Street Mall for people riding to work.

Twenty Council staff participated in Biketober 2018. Staff made 181 trips, cycling 2,205 kilometres and saving around 19 kilograms of carbon dioxide emissions.

## BRONTE CUTTING TRIAL

The objectives of the Bronte Cutting Pedestrian Link Project are to enhance the unique character of the Bronte Coastal Walk and to establish a seamless pedestrian connection to the cutting, which does not have a pedestrianised walkway. Until now, pedestrians and traffic have shared the road, resulting in conflict and safety issues between cars and people.

Council approved a pilot project in September 2018, involving removal of 20 car spaces along the eastern side of the car park, to create a pedestrian footpath connection, linking the existing footpath in the Bronte Cutting and the Coastal Walk at Calga Reserve.

Council consulted with the community and other relevant stakeholders from November 2018 to January 2019 to communicate options for the future and seek feedback on the pilot. The consultation reached more than 500 people, with 85 per cent of respondents expressing support for the temporary footpath.

The trial will continue until a cost-efficient permanent solution is adopted.

## NOTTS AVENUE SAFETY AND STREETScape UPGRADE

Council consulted the community in March and April 2019 to understand the use and required improvements for Notts Avenue, 94 per cent of respondents nominated safety as a priority. Other suggestions for improvement included amenity, traffic volumes and speed, road surface and parking, shaded spaces, lighting and wayfinding signage.



Notts Avenue Safety and Streetscape Upgrade.

The community feedback informed the concept design preparation in May 2019. Recommendations include:

- Proposed 10 kilometre per hour shared zone for Notts Avenue, including the removal of all existing kerb, gutter, footpaths and installation of paving throughout the space
- Extending the 40 kilometre per hour area on Campbell Parade to Francis Street
- No right-hand turns in and out of Notts Avenue
- Slight reduction in parking spaces to allow for garden beds and small trees to soften the space

Council consulted the community again during May and June on the concept designs. Overall, 98.3 per cent of respondents supported the plan. Of the 120 people who completed the online survey, 69.7 per cent said they liked the plan with no changes, 28.6 per cent said they liked the plan with changes and 1.7 per cent of people said they

did not like the plan. The proposed changes include:

- Remove parking altogether
- Keep the right-hand turn
- Keep all parking
- Make Notts Avenue a 'No Access' area for cars - residents and businesses only

Detailed design preparation is under way.

## PAUL STREET BIKE ROUTE

Identified in the BikePlan 2013, the Paul Street bicycle route will directly connect the Bondi Junction-to-Bondi Beach bike route along Old South Head Road with the Bondi Junction-to-Bronte Beach route through Waverley Park. This route is identified as a secondary route from Rose Bay to Waverley Link.

The community was consulted from February to April 2019 on the proposal to formalise the route.

Council proposed to use on-road pavement markers to formalise the mixed traffic route, and install

regulatory signage, path markings and pedestrian/bike lantern covers at the pedestrian crossing signals.

Bicycle warning signs and a new ramp from Paul Street North to the proposed shared path were included to address potential conflict points.

The majority of responses were supportive of the route. Council adopted the proposal in May 2019.

## TICKETLESS PARKING

Council operates three off-street car parks in Bondi Junction – at Eastgate, Hollywood Avenue and the Ron Lander Centre at Waverley Library.

The installation of a ticketless parking system will provide better service to customers, who will no longer need to obtain a ticket on entry. Other benefits include:

- No need to validate tickets or scan pass cards
- Reduction in lost ticket disputes, as the system records all vehicle entry times
- Free grace period is recorded fairly and equitably
- A sustainable and cost-saving alternative to paper tickets
- More accurate reporting on usage and occupancy

- Additional security measures at exit gates.

The business case for ticketless parking was completed and the tender process to install access control technology is being finalised.

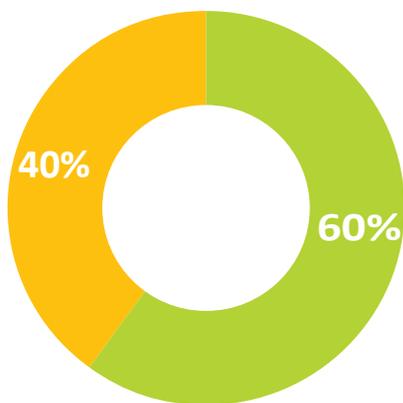
A supplier for mobile phone parking technology was selected. Mobile phone parking roll out is being introduced to all metered areas of Waverley. A staged roll out is planned across the metered areas of Bondi Beach, Bondi Junction and Bronte.





# BUILDINGS AND INFRASTRUCTURE

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress

In 2018–19, 60 per cent of the actions in the Buildings and Infrastructure theme were completed and 40 per cent are in progress.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**78% of people are satisfied with maintenance of road network**

**79% of people are satisfied with maintenance of footpaths**

**80% of people are satisfied with cleansing of public toilets**

**91% of people are satisfied with condition of Council buildings**

Source: Waverley Community Satisfaction Survey 2018

# YEAR IN REVIEW

## STORMWATER LEVY

Council adopted the Stormwater Levy in June 2018 for implementation from 1 July 2019. The stormwater management service charge (the levy) will help Councils raise income to improve stormwater systems in urban areas.

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.

Revenue raised will allow Council to cover the costs of implementing projects in relation to capacity and water quality, works arising from the Catchment Flood Study and the structural renewal of Bondi Promenade and sea walls.

The expected annual revenue from the Stormwater Levy is approximately \$530,000.

## ROAD, FOOTPATHS AND KERB AND GUTTER

Council undertook a range of renewal projects across the Local Government area including road re-sheeting, footpath reconstructions, kerb and gutter replacements.

Council completed more than 93 renewal projects, costing more than four million dollars, as part of its Strategic Asset Management Plan, which ensures that Council meets the service levels set by the community. This year, Council constructed six kilometres of footpath and re-sheeted seven and a half kilometres of roadway.

## SEVEN WAYS STREETScape UPGRADE

The Seven Ways Streetscape Upgrade will enhance the amenity and quality of the public domain, plaza, green space and streetscape at Seven Ways, a Bondi community village centre at the intersection of Glenayr Avenue, Warners Avenue and Blair Street, Bondi, to support local businesses and residents' social and open space needs.

In May 2019, the concept design was placed on public exhibition. There were 142 community responses, with more than 90 per cent approval.

The top issues raised were concerns around traffic, safety, pedestrians, buses and cyclists, with suggestions to review the current traffic, road and safety arrangements. Other suggestions were for the inclusion of public art, more play spaces, amenities like a bubbler, dog poles, bins and lighting, and space activation through art and performances.

## BONDI PAVILION RESTORATION AND CONSERVATION PROJECT

In September 2018, the community was consulted on the proposed concept designs for the Bondi Pavilion Restoration and Conservation Project. Council received 111 survey responses and 568 email submissions during the consultation period. A number of changes were made to the concept designs based on the feedback and the amended concept design was adopted by Council in November 2018.

Council lodged its development application (DA) in April 2019 and made it available for public and stakeholder input in April and May.

The key features of the restoration include:

- Restoration of the original Spanish-style terracotta tiles
- Removing the modern addition of the glass bubble to restore the original symmetry of the building



Seven Ways Streetscape Upgrade.

- Additional amenities on the Northern Courtyard, accessible from the internal courtyard and the walkway between the Pavilion and the Surf Lifesaving Club
- A tourism office
- A Bondi Story Room, a flexible cultural space
- Flexible commercial space, with capacity for larger tenancies along the front of the Pavilion
- Improved community facilities.

The DA is being assessed by independent assessment officers, heritage consultants and the Office of Environment and Heritage.

## SURF CLUB PARTNERSHIP PROJECTS

In August 2018, Council endorsed The Probity Guidelines: Capital Projects Partnerships, a good practice framework for maintaining the probity and integrity of Council in direct negotiations and delivery of Council buildings and infrastructure with external project partners—whether they contribute funding towards the project or not.

In 2019, Council entered into partnership agreements with Bronte, North Bondi and Bondi Bathers Surf Life Saving Clubs (SLSCs)

and began the process of entering an agreement with Tamarama SLSC.

The Bronte project will include redeveloping the existing surf club and associated community facilities. It aligns with Council and the club's strategic plans and will result in significant improvements to amenities, provide better lifeguard facilities, improve workplace health and safety requirements and ensure the longevity of the building.

Council, in partnership with North Bondi SLSC, is proposing to redevelop the existing storage space below the Promenade near Ramp 6 on Bondi Beach. The proposed redevelopment will include expansion of the existing storage space and development of two new spaces to house an Advanced Response Lifesaving Facility, with storage facilities for North Bondi SLSC.



Bondi Pavilion Restoration and Conservation Project.

## SOUTH BRONTE AMENITIES AND COMMUNITY CENTRE UPGRADE

In July 2018, Council engaged the community to understand how the South Bronte Amenities and Community Centre is used, what the community liked and what could be improved. Based on feedback, the architects Panovscott developed three floorplan options for the upgrade, as part of the Bronte Park and Beach Plan of Management 2017.

In November and December 2018, the community was engaged on the concept designs for the centre and in May and June 2019, the final concept design for the upgrade was completed and placed on community consultation. The design includes:

- Additional outdoor showers
- Additional shower in the female amenities
- Additional wash basins in male and female amenities
- Larger female, male and family/accessible amenities

- Exposed stonewall incorporated into the design
- Functional and accessible interiors and roof terrace
- Light and airy internal spaces.

The feedback received will be used to finalise designs, before the lodgement of the Development Application.

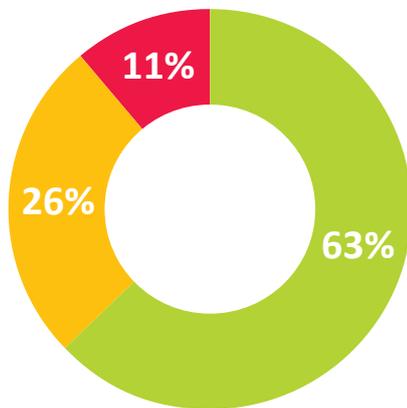


South Bronte Amenities and Community Centre upgrade.



# SUSTAINABLE ENVIRONMENT

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- Delayed

In 2018–19, 63 per cent of the actions in the Sustainable Environment theme were completed, 26 per cent are in progress and 11 per cent were delayed.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**Local renewable energy capacity of 2570KW**

**52% of community is aware of climate change impact**

**23.9% of LGA in canopy and shrub cover**

**'Good' rating for Bondi, Bronte and Tamarama beach assessments**

Source: Waverley Community Satisfaction Survey 2018; Council data

# YEAR IN REVIEW

## ELECTRIC VEHICLE CHARGING POINTS

A joint agreement was signed between Waverley Council, Woollahra Municipal Council, Randwick City Council and electric vehicle (EV) charging provider JET Charge to install on-street charge stations in six key locations.

Charge stations will be located at:

- Queen Elizabeth Drive, Bondi Beach
- Spring Street, Bondi Junction
- Kiaora Place Shopping Centre, Double Bay
- Coogee Beach
- Randwick Community Centre
- Silver Street car park, Randwick.

This tri-Council project will help address lack of access to electric vehicle charging infrastructure and support the transition to zero emissions vehicle transport. Powered by 100 per cent renewable energy, the charge stations will provide open source level 2 AC charge, which suits all models of electric vehicles.

EV charge point installation commenced, with the Bondi Beach point installed and operational.

## WAVERLEY COUNCIL'S GREENHOUSE GAS EMISSIONS

In 2018–19, Council achieved a two and a half per cent reduction in carbon dioxide emissions compared to 2017–18. Council's CO<sub>2</sub> emissions for 2018–19 amounted to 5,138 tonnes. This is a 35 per cent reduction compared to the 2003–04 baseline year of 7,849 tonnes. This means Council has achieved its 30 per cent reduction by 2020 target a year early.



Building Futures Program.

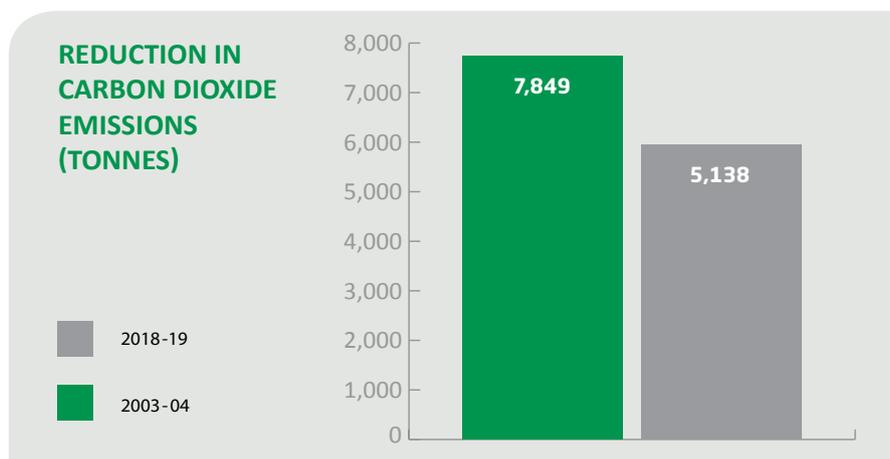
LED lighting upgrades were completed at six of Council's most energy intensive buildings, including Waverley Library, Margaret Whitlam Recreation Centre, Customer Service Centre, Alexandria Integrated Facility, Waverley Early Education Centre, and Mill Hill Community Centre.

This has reduced electricity demand across these six sites by 20 per cent (53MW), and is projected to reduce Council's annual electricity consumption by 334MW, a seven per cent reduction from Council's total annual electricity demand.

An agreement was signed with AusGrid to upgrade approximately 500 LED streetlights. This will result in reducing greenhouse gas emissions by approximately 137 tonnes of CO<sub>2</sub>e per annum, 21 street lights were upgraded in 2018–19.

## BUILDING FUTURES PROGRAM

Ten Bondi Junction buildings participated in the Building Futures Program. Projects delivered included lighting efficiency retrofits and cost-effective carpark carbon monoxide monitoring and ventilation solutions.



Nine capacity-building and knowledge-sharing workshops were organised for strata stakeholders, including a Saving Energy in Strata workshop, and an eight-part Building Management training series. Ten buildings implemented energy saving activities.

On average, buildings are expected to save more than \$10,000 a year on electricity bills with a payback period of two and a half years (some projects paying off in as little as a few months). This is forecast to reduce carbon emissions by 533 tonnes a year.

Round two of the project commenced in May 2019.

## WATER SAVING INITIATIVES

The NSW Government introduced water restrictions in June 2019. The restrictions are coordinated and managed by Sydney Water, while Council communicates with residents and provides tips on how to reduce their water use.

The capacity of Waverley Park groundwater harvesting system was doubled to reduce reliance on drinking water for irrigation and other uses. The groundwater reuse system was upgraded and supplies nine megalitres of non-potable water annually. The system captures groundwater seepage at the park and filters water to irrigate Waverley Oval, sports fields and ornamental gardens and provide water for toilets at the Margaret Whitlam Recreation Centre.

## THE SYSTEM STORES AROUND 50,000 LITRES OF WATER IN AN UNDERGROUND TANK, MAINTAINING OPEN SPACE IN THAT AREA OF THE PARK.

During the year, a number of leaks identified by the digital leak detection system were rectified including a major leak at Bondi Pavilion.



In 2018-19, 83.88 tonnes of pollutants were removed from Gross Pollutant Traps in Waverley.

- In Q1, 22.3 tonnes of pollutants were removed
- In Q2, 18.4 tonnes
- In Q3, 23.7 tonnes and
- In Q4, 19.5 tonnes.

In 2019, pollution from a major sewer overflow in South Bondi catchment was pumped into stormwater tanks and sewer. Stormwater tanks were pumped to sewer and disinfected. A significant pollution event at Bondi was prevented.

## SOLAR MY SCHOOL

The Solar My School program is part of the three-Council Regional Environment Program (Waverley Council, Randwick City Council

and Woollahra Municipal Council), and was developed to increase uptake of renewable energy in the Eastern Suburbs and reduce carbon community greenhouse gas emissions and meet local environmental targets.

In 2018–19, 13 schools and child care/family day care centres participated in the Solar My School Program

The Solar My School project won multiple awards including Cities Power Partnership Renewable Energy Achievement Award, Local Government NSW Environmental Excellence Climate Change Action Award and Local Government Professionals Excellence Environmental Leadership and Sustainability Award.

	Solar	Clean energy	Computers powered	Cost Savings	CO2 emissions avoided
Bondi Public School	23 kW	31 MWh/pa	151/pa	\$5,785/pa	27 tonnes/pa
Bronte Family Day Care	2kW	4MWh/pa	18/pa	\$600/pa	3 tonnes/pa
Bronte Public School	30kW	44 MWh/pa	220/pa	\$6,030/pa	39.16 tonnes/pa
Clovelly Public School	63 kW	78 MWh/pa	390/pa	\$13,000/pa	69 tonnes/pa
Galilee Primary	40 kW	76 MWh/pa	381/pa	\$13,565/pa	68 tonnes/pa
Kesser Torah College	99 kW	131 MWh/pa	665/pa	\$16,000/pa	117 tonnes/pa
Moriah College	98kW	130 MWh/pa	1,900/pa	\$24,000/pa	116 tonnes/pa
St Catherine's School	99 kW	146 MWh/pa	730/pa	\$20,710/pa	130 tonnes/pa
St Charles Primary	60 kW	73 MWh/pa	366/pa	\$15,411/pa	65 tonnes/pa
St Clare's College	99 kW	95 MWh/pa	476/pa	\$14,491/pa	85 tonnes/pa
St Mary's Child Care Centre	15 kW	19 MWh/pa	93/pa	\$4,318/pa	17 tonnes/pa
Waverley College	80 kW	107MWh/pa	535/pa	\$12,505/pa	95 tonnes/pa
Waverley Public School	30 kW	41 MWh/pa	204/pa	\$5,575/pa	36 tonnes/pa

Solar My School: Solar capabilities of schools (kW: Kilowatt; MWh: Megawatt-hours; pa-per annum)

## LIVING CONNECTIONS PILOT PROGRAM

The Living Connections program links habitat corridors to enable bird species such as the Superb Fairy-wren and New Holland honeyeater to move freely and have access to shelter and food. Habitat mapping conducted by Council identified potential to link the coastal habitat corridor at Bronte and Tamarama with fragmented habitat pockets that are dotted up towards Waverley and Centennial Park.

Council piloted the program in Bronte and Tamarama with seven households. Forty residents were engaged and asked to report on birds spotted in their garden, at the beginning of the program and two years later. This program is assisted by NSW Government Environmental Trust Program.

A total of 20 garden assessments were conducted, and suitable plants delivered. Two workshops were organised, 36 people participated. The workshops aim to increase

awareness about local biodiversity and how to help create native havens. Council will also run the program on land it owns in the area.

## RENEWABLE ENERGY AGREEMENT TO CUT EMISSIONS AND COSTS

Council joined 17 other NSW councils in signing a renewable energy power purchase agreement, resulting in approximately 30 per cent of Council's electricity being supplied from renewable energy from 1 July 2019.

Council will purchase renewable energy from the Moree Solar Farm project until 2030, with the balance supplied as regular grid electricity by Origin Energy for the next three years. Around 440,000 Megawatt-hours of renewable energy will be supplied to 18 councils over the life of this agreement.

## BIODIVERSITY AND RESTORATION PLANS

Council's Biodiversity Action Plan - Remnant Sites is being implemented with bush regeneration works at Waverley Cemetery boardwalk, Tamarama Gully, Hugh Bamford Reserve, Eastern Reserve, Diamond Bay and York Road.

Bronte and Tamarama restoration plans are continuing. New area is being revegetated at North Bronte gully and Thomas Hogan stairs area was terraced and revegetated.

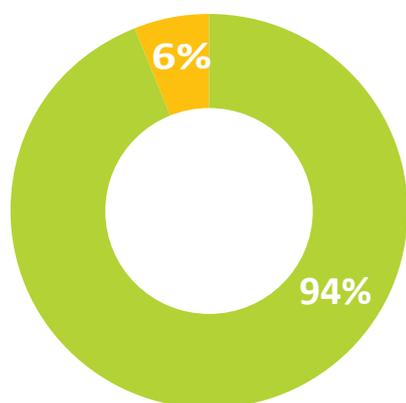
Council received grant funding of \$5,000 from the Office of Environment and Heritage Saving Our Species program. Bush regeneration works are continuing at Loombah cliffs to protect and facilitate the growth of the threatened species plant of *Acacia terminalis* subsp. *terminalis*.

In January 2019, there were 12 individual *Acacia terminalis* subsp. *terminalis* plants or seedlings germinated from the seedbank in this location.



# SUSTAINABLE WASTE

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress

In 2018–19, 94 per cent of the actions in the Sustainable Waste theme were completed and six per cent were delayed.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**85% of people are satisfied with green waste services for their property**

**77% of people are satisfied with kerb, gutter and street cleaning**

**72% of people are satisfied with removal of dumped rubbish from roadside areas**

**98% of people are satisfied with garbage collection services for their property**

**93% of people are satisfied with recycling services for their property**

**94% of people are satisfied with on-call household collection**

Source: Waverley Community Satisfaction Survey 2018

## COMPOST REVOLUTION

Council delivered 358 compost bins and worm farms to residents equating to diversion from landfill of 410 tonnes. Since the Compost Revolution program was implemented, 2,477 tonnes of food waste were diverted from landfill.

Eight composting and worming workshops were organised at various locations, with a total of 218 people attending.

Fifty per cent of Council's red bin waste is converted into a compost product through mechanical bioreactor treatment (MBT).

## RETURN AND EARN

Return and Earn is part of the NSW Government's goal of reducing litter volume in NSW by 40 per cent by 2020. In June 2018, a Reverse Vending Machine (RVM) was installed behind the Bondi Pavilion.

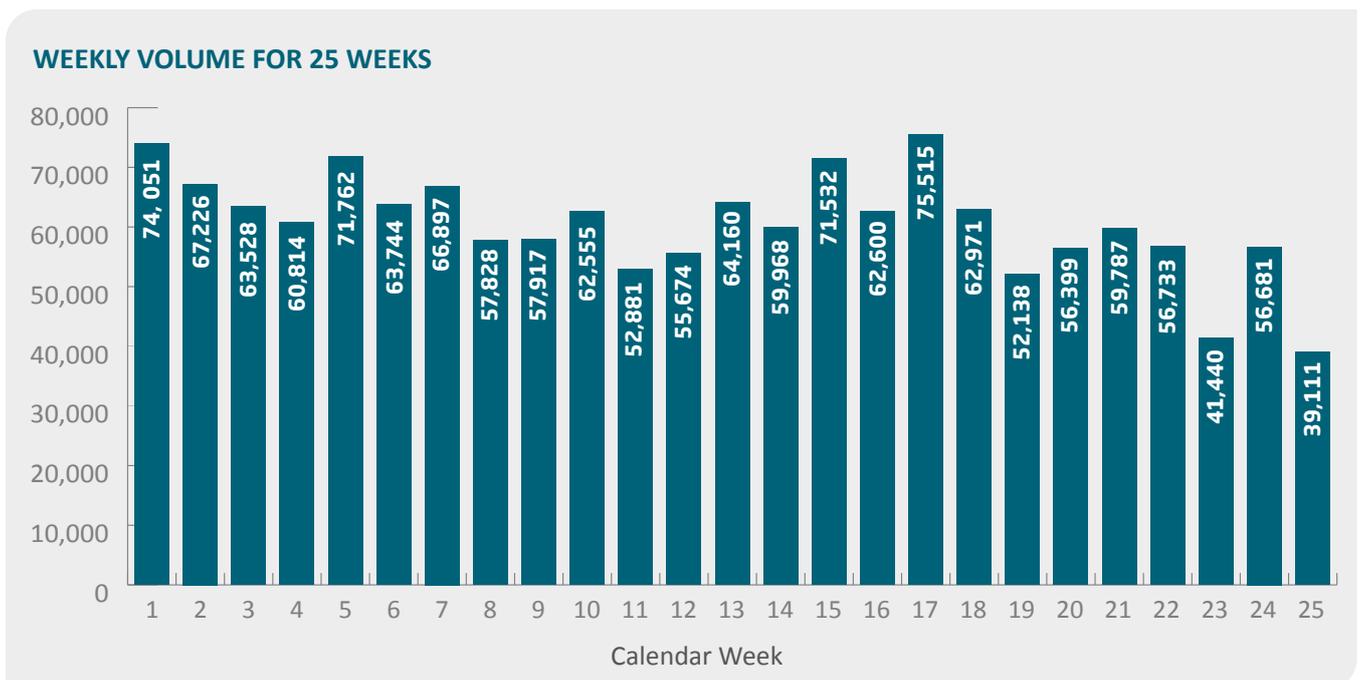
Consumers receive a 10-cent refund for every eligible container deposited.

More than one million drink containers were cashed at the Bondi Beach (RVM) since June 2018. The one-millionth container was deposited in December 2018.



Solar Bins.

As of June 2019, a total of 2,673,106 cans and bottles were returned for recycling. Council is currently working with Tomra-Cleanaway to look at future locations for the RVM .



## LITTER REDUCTION PROGRAMS

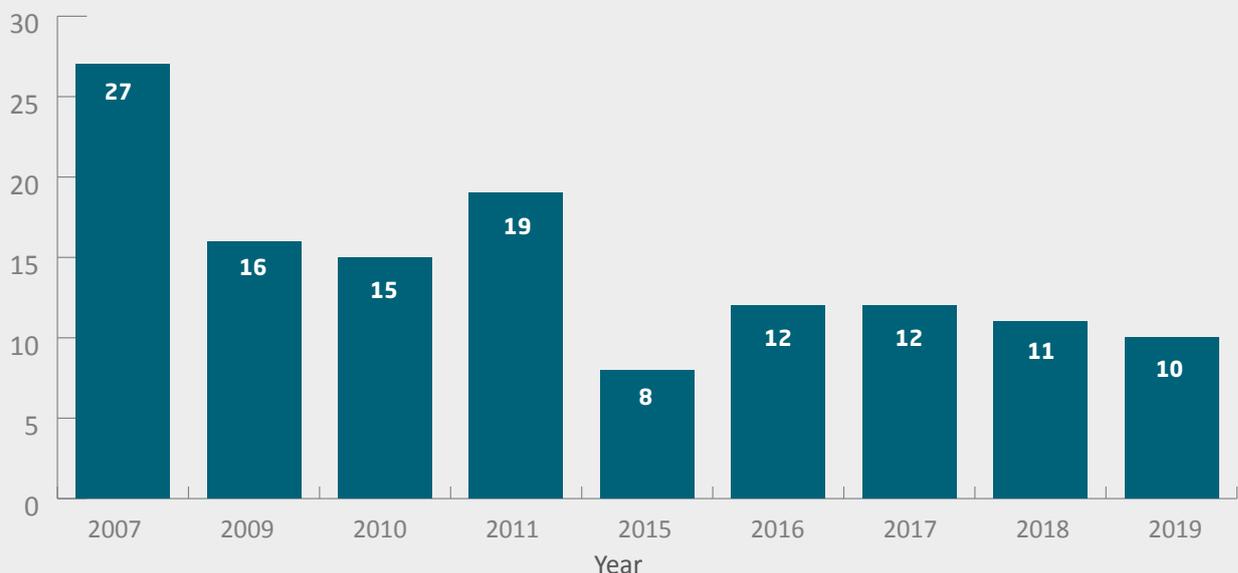
My Street is Your Street is a civic pride movement for illegal dumping prevention.

Council participated in Sydney Regional Illegal Dumping Squad (RID Squad) to patrol, educate, and enforce illegal dumping across the LGA. Eight clean-up notices and three verbal clean-up notices were issued. RID squad and Council are actively patrolling and reducing illegal dumping in Waverley.

A community garden was installed on Warners Avenue and Niblick Street to reduce illegal dumping. Raised garden beds were installed, along with smaller 'wine barrel' planters along the fence and between the raised garden beds, resulting in reduction in dumping.

Litters audits were conducted at Bondi, Bronte and Tamarama beaches.

### BONDI BEACH AVERAGE LITTER COUNT COMPARISONS TO PREVIOUS YEARS RESULTS



There has been a trend of litter reduction over the past 12-years at Bondi Beach. The average litter count on the beach per 48 square metres reduced to 10 in 2019 from 27 in 2007.

The following table and figures illustrate the average litter counts by beach and day.

Site			Average litter count			Percent of micro-size and old cigarette butt in count	
			No. # (count)	Volume (litres)	Most littered item	Micro size items	Old cigarette butts
1	Bondi	Weekdays	11	0.3L	Microplastics	45%	16%
		Weekends	9	0.2L	Microplastics	39%	18%
2	Bronte	Weekdays	8	0.2L	Microplastics	28%	17%
		Weekends	7	0.1L	Old cigarette butts	32%	14%
3	Bronte	Weekdays	8	0.1L	Microplastics	32%	24%
		Weekends	7	0.1L	Microplastics	34%	17%

The most littered beach was Bondi, followed by Bronte and then Tamarama. Beach walls had the highest accumulation of litter, the centre second and the foreshore was the least littered area of all beaches. All beaches were littered more on weekdays and had the same trend in litter source.

## PROBLEM WASTE STATIONS

Two problem waste stations were delivered through a Memorandum of Understanding with Rose Bay Secondary School and Waverley College, to trial problem waste collection points at schools. An E-waste day was held, and problem waste stations are in place at the Waverley Library on Denison Street and Council's Customer Service Centre on Spring Street.

## WASTE PROCESSING

In October 2018, the NSW Environment Protection Authority (EPA) announced a regulatory change that suspended the practice of applying processed mixed waste organic material to land for mine site rehabilitation until further controls can be considered.

Councils received a notice from the EPA that the mixed waste organic output (MWO) produced through the Veolia Mechanical and Biological Treatment (MBT) plant must not be placed in the mine site until further testing and verification of the MWO quality can be achieved. This will significantly reduce diversion rates.

The MWO produced from the Waverley community is currently being stockpiled.

Following the announcement, Council staff worked closely with contractors and the EPA to confirm processing arrangements for general waste, to ensure that contract requirements continue to be met and the principles of responsible, best practice waste management are applied.

Council's waste and recycling collection services will continue as usual. However, waste diversion from landfill rates for general waste collected in 2018 will be temporarily affected by the change in regulation.

## PLASTIC FREE BONDI

In October 2018, internationally acclaimed artist Marina DeBris and marine scientist and model Laura Wells launched Plastic Free Bondi, a campaign that aims to reduce single-use plastic in Bondi.

Plastic Free Bondi program was completed with the 50 per cent of businesses targeted reached, and an online platform created for obtaining resources and educational material for businesses. Other aspects of the Litter Prevention Program such as new infrastructure, enforcement patrols, and engagement events were implemented.

Council's internal events guidelines now include a ban on single-use plastics for internal events, meetings, workshops and training. Waste Management guidelines for outdoor events (including a ban on single-use plastics at outdoor events) are currently being implemented.

## WASTE REDUCTION PROGRAMS

Five reuse and repair workshops and events were organised. Workshops topics included Reusable Nappies, Recycled Materials Musical Instruments, Fabric Wrapping, and Electronic Repairs. A Clothing Swap event was held.

New bin signages, bin audits and educational materials were provided to 22 Multi-Use Developments and 20 Department of Housing buildings. Recycling bags were purchased and delivered for each apartment.

A training session was provided to building managers on effective waste management and how to increase recycling. Strata managers joined a working group with Council. A strata by-law was created for waste management in the common space on properties. A strata waste by-law was updated to include induction of new tenants in waste practices.

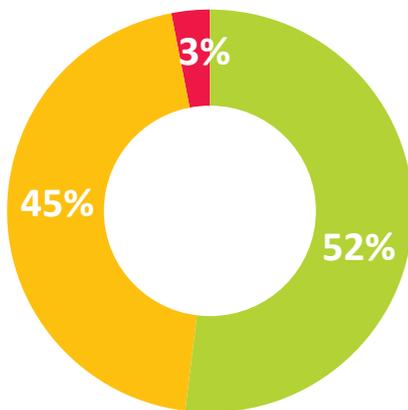


Community Garden at Warners Avenue



# CORPORATE LEADERSHIP AND ENGAGEMENT

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress

In 2018–19, 52 per cent of the actions in the Corporate Leadership and Engagement theme were completed, 45 per cent are in progress and three per cent were delayed.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**73% of people are satisfied with opportunities to participate in decision making**

**77% of people are satisfied with Council decision making**

**91% of people are satisfied with Council services**

Source: Waverley Community Satisfaction Survey 2018

## CORRUPTION PREVENTION

The *Public Interest Disclosure Act 1994* sets in place a system to encourage people in the public sector to report serious wrong-doing without fear of reprisal.

Council supports and encourages its staff to report serious wrong-doing in the organisation and this year Council appointed 12 new Public Interest Disclosure Officers (PID Officers). Reports on the following matters can be made:

- Corrupt conduct
- Serious maladministration
- Serious and substantial waste of public money
- Breaches of the Access to Information legislation; or
- A breach of pecuniary interest requirements.

The NSW Ombudsman provided training for all Public Interest Disclosure Officers to ensure they are suitably equipped to receive reports.

## ORGANISATIONAL DEVELOPMENT PROGRAMME

In October 2018 following consultation with Council, the General Manager commenced an organisation development programme and consultation on a high-level structure change proposal. The Programme outlined a realigning of the organisation addressing capability, capacity, systems and processes, culture, probity and structure.



Council Chambers

This proposal was released for staff consultation and set out a broad direction for the organisation. Staff provided feedback and a Decision Paper was released in December 2018 confirming the Programme and structure at a high level.

Following a competitive recruitment process, the senior staff positions were filled in April 2019. A number of process and system focused work streams were initiated. In 2019–20, the second phase of the Organisational Development Programme will continue with structural design changes in some departments and process driven changes aimed at enhancing collaboration and communication within departments and the

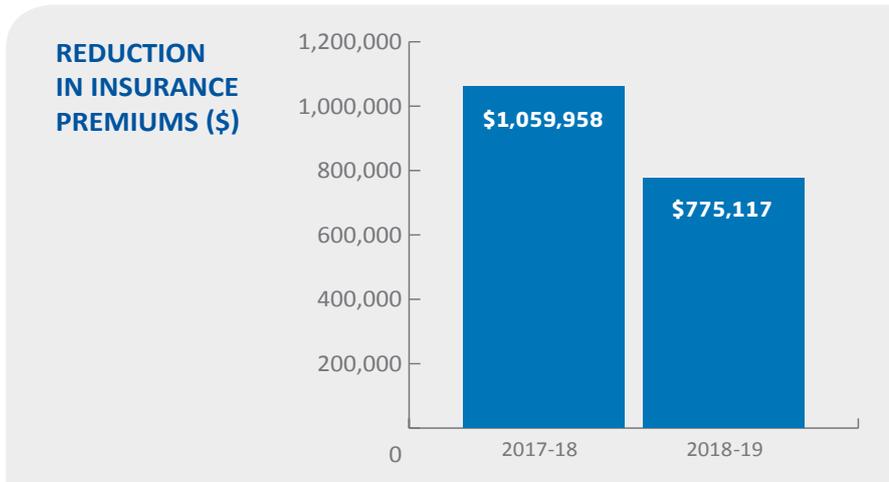
broader organisation.

## RISK INITIATIVES

Council undertook procurement for all its insurance policies to ensure value for money. A new insurance broker was appointed, with higher liability limits, improved insurance coverage and a considerable saving in a number of premiums.

In 2018–19, the insurance premiums (excluding workers compensation) reduced to \$775,117 in comparison to \$1,059,958 in 2017–18.

Risk profiles are being prepared for multiple Council departments, with the intention of expanding



to all operations. Risk categories assessed include business operations, finance, property, community, reputation, information technology, environment, compliance and safety.

## COMMUNITY ENGAGEMENT

Council engaged with the Waverley community on 46 strategic issues in 2018–19, including:

- Bondi Pavilion Restoration and Conservation Project
- Campbell Parade upgrade
- South Bronte Amenities and Community Centre upgrade
- Bronte Cutting Pedestrian Link Project
- Waverley Sustainable Visitation Strategy
- Waverley Cultural Plan and
- Waverley Alcohol Free Zone Review.

Community feedback received during consultations was used to inform the finalisation of these projects.

Community Engagement guidelines were prepared to ensure engagement activities reflect all

segments of the community and all staff are encouraged to promote inclusive, best practice engagement. An organisation-wide marketing and communications strategy was prepared and implemented.

## PRECINCTS

Seventy precinct meetings including four Combined Precincts' meeting were held. This year, the Combined Precincts undertook a strategic planning process to:

- Review past activities and processes, including publicity and promotion, effective advocacy and building community capacity
- Plan activities and set priorities to

ensure effectiveness

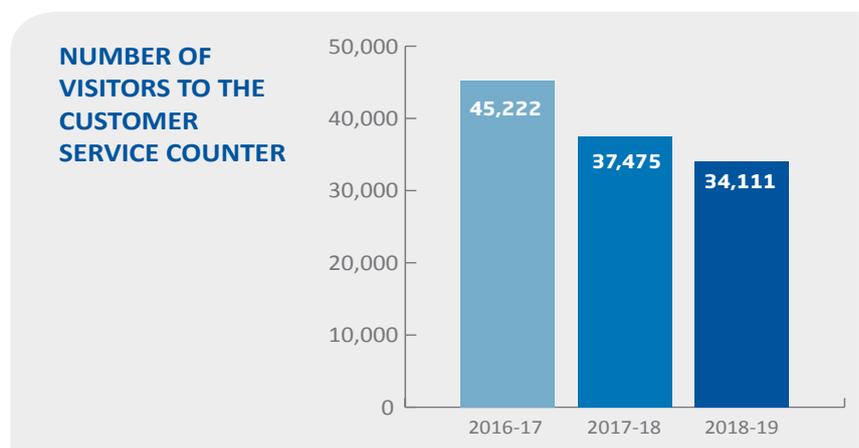
- Develop a strategic plan that suits respective precinct area, which reflects the issues the residents of that precinct want to focus on
- Consider other proposed models of operation for Precincts.

Individual Precinct strategic plans are being developed by Precinct Committees in conjunction with Council. These plans focus the work of each Precinct for the coming year. Alternative models of Precinct system were explored with the current model endorsed and an additional Combined Precinct meeting was agreed for inclusion.

Two training sessions were organised for Precinct Executive Committee members on topics including chairing meetings, social media and advocacy.

## CUSTOMER SERVICE IMPROVEMENTS

An After-Hours Service was implemented in December 2018, giving residents the ability to report urgent issues and receive information outside Council business hours. All calls are received by operators who can transfer





Live Streaming.

urgent issues to an On-Call Council officer and log other issues in the request system for action on the next business day.

From December 2018 to June 2019, 740 calls were received by the after-hours service. Of these, 25 per cent were transferred to On-Call officers, with the remainder logged in the request system, resolved by the operators or transferred to the relevant agency. Operators receive ongoing training to ensure the information they provide is accurate and up to date.

There has been a reduction in number of visitors to the Customer Service Centre. This is due to the increase in customer email requests.

In 2018–19, 73,000 calls were handled at the Call Centre and 30,000 service requests logged;

45 customers served per day by the Concierge during peak periods.

Almost 45 per cent of all Customer Service Centre visits were parking permit queries and 24 per cent were planning and development enquiries. More than 3,700 residents paid their rates at the centre, a decrease of seven and a half per cent from last year, with an increase in online and phone payment options.

The Customer Service team received more than 11,500 emails and either logged the request for service in the request system or responded within 48 hours.

Council took part in the Digital Driver Licence trial launched by Service NSW, which allows customers to download their drivers licence to their phones. The concierge assisted

customers in using the DA Tracker on the Council website to track development applications.

## LIVE STREAMING

Council introduced live streaming for Council and Council committee meetings as part of Waverley Council's commitment to open, transparent and accountable decision making.

In the last 12 months, the audience for live streaming has increased steadily, leading to better community awareness of Council's decision-making processes and promoting the integrity and accountability of decision-makers and Council.

## CODE OF MEETING PRACTICE

In December 2018, the NSW Government introduced a Model Code of Meeting Practice; a framework for the rules of conduct for council and council committee meetings in NSW. The Code is comprised of mandatory and non-mandatory provisions.

At its meeting in April 2019, Council adopted a draft Code of Meeting Practice based on the government's model code. Following public exhibition, the Code of Meeting Practice was endorsed by Council in June 2019.

The new code includes a set of eight principles to inform the way in which meetings are conducted and to prescribe meeting rules that are consistent with these principles. Part of the adoption of the new code is a trial of Public Forums before each Council meeting, to allow members of the public to address the Council on matters of public importance not listed on the meeting agenda for the night.

## BUSINESS/SERVICE IMPROVEMENTS

Council reviewed the Commercial Waste Management Service. The service review involved operation and granular analysis of operating costs, demand and market analysis, labour costs and review of commercial waste collection, transportation and disposal. The review identified cost efficiency gains and improved pricing structure as areas for improvement.

## CODE OF CONDUCT

Council adopted three new Codes of Conduct and a new Procedure for the Administration of the Code of Conduct based on the model documents issued by the Office of Local Government.

These codes apply to Council Committee Members and other Council Officials, Councillors and Staff.

The new Codes of Conduct include:

- A greater emphasis on the 'obligations during meetings' to expand on changes to the Local Government Act about councillor misconduct
- New standards relating to discrimination and harassment, bullying, work health and safety, access to information and maintenance of council records
- New rules governing the acceptance of gifts including mandatory reporting
- A new ongoing disclosure requirement for councillors and designated persons requiring disclosure of new interests within three months of becoming aware of them
- A new requirement for councillors to disclose in their returns of interests whether they are a property developer or a close associate of a property developer

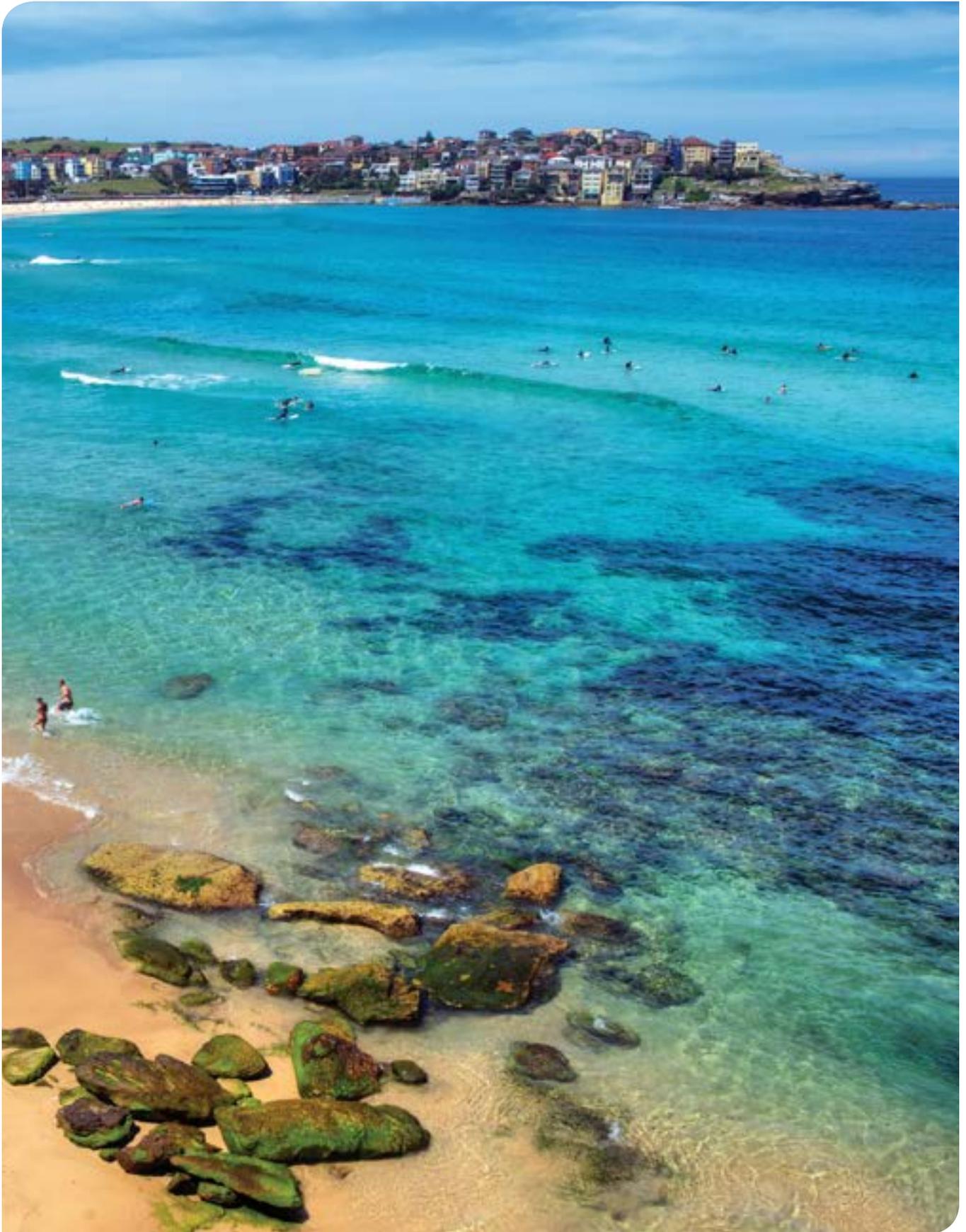
Training for Council staff and other council officials continues to be arranged as part of the rollout.

## WORK HEALTH AND SAFETY

Council engaged an independent consultant to conduct a wide-ranging audit and cultural assessment of Council's Work Health and Safety systems, which included behavioural observations in council workplaces.

A Safety Culture Survey was conducted which provided staff with an opportunity to comment on Work Health and Safety practices and procedures. Interviews and focus group discussions were organised to gain a deeper understanding into attitudes to safety issues.

A significant Work Health and Safety improvement was the introduction of an online event notification and reporting software to replace a paper-based system, to allow immediate notification of injuries in the workplace. This has increased awareness of safety issues, leading to a growing number of hazards and near misses being reported.

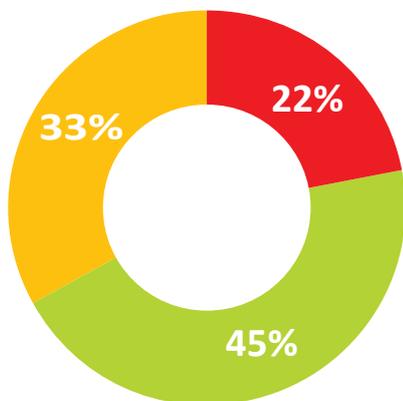




# KNOWLEDGE AND INNOVATION

Progress against Operational Plan activities

## PROGRESS AGAINST OPERATIONAL PLAN ACTIVITIES



- Completed
- In Progress
- Delayed

In 2018–19, 45 per cent of the actions in the Knowledge and Innovation theme were completed, 33 per cent are in progress and 22 per cent were delayed.

## 11 YEAR COMMUNITY STRATEGIC PLAN

These are indicators that measure our progress against the goals for Waverley. Everyone has a role in achieving these goals, whether they are a government department, business or resident in Waverley.

**36% of community is aware of benefits of smart city technology**

**55% community is satisfied with availability of digital resources**

Source: Waverley Community Satisfaction Survey 2018

## BOOT FACTORY REMEDIATION PROJECT

In October 2017, Council resolved to investigate the restoration and adaptive reuse of the old Boot Factory in Spring Street. Three projects were initiated as a result:

- A Heritage Conservation Strategy to inform restoration of the building and forecourt, and investigation of State Heritage listing
- Boot Factory Restoration Project, comprising the design and construction of the building and forecourt restoration
- A Knowledge and Innovation Strategy to build partnerships and support local creative and professional science and technology industries

The Heritage Assessment report was presented to Council in September 2018. Independent heritage expertise found that the building does not meet the threshold for listing on the State Heritage Register and further work in this regard is not recommended.

The Boot Factory is an important local heritage building and its retention and adaptive reuse as the centre of the Knowledge and Innovation Hub will be actively pursued in accordance with current Council resolutions.

Council commissioned an upgrade options analysis, including information on how the building can be restored and refurbished to comply with the Conservation Management Strategy.

Council then commissioned the report *Rebooting the Boot Factory*, analysing the options for the activation of the building. A preliminary business case for the Boot Factory was prepared, examining these options.

## SMART CITIES STRATEGY 2023

The Smart Waverley Strategy 2023 is designed to transition Waverley as a community, and Council as an organisation, into the future of smart technology. The principles of Smart Cities are based on the integration of our physical and digital environments.

The use of smart technology and data delivers seamless access to services and information, sustainable ways of managing community assets and public spaces and a greater level of inclusion and transparency for the community.

The draft strategy was placed on public exhibition in April 2019.

The strategy outlines the framework for how Waverley will integrate the smart cities approach. The framework reflects best practice models used in the United Kingdom, European Union and United States. It includes three key elements of smart cities at Waverley:

- Initiatives that Council has delivered that require further digital integration
- Initiatives planned that are yet to be delivered
- Innovative initiatives that align future trends with our community needs.

## ACCESS TO EMERGING TECHNOLOGIES AND COLLECTIONS

Waverley Library received a NSW Public Library Infrastructure Grant of \$41,000 in 2018, which supported projects including:

- Upgrade of meeting spaces
- Audio visual equipment at the Theatre and training room
- Installation of large smart screens in three study rooms.

Screen sharing capability is provided through cabled and wireless technology for multiple user access.

An iPad lending scheme was established, enabling access to electronic resources the Library subscribes to. This includes an on-demand film streaming service and Road to IELTS, an online program that features 120 hours of intensive work on vocabulary, reading, writing, listening and speaking. Two 3D printers were also purchased.

A new subscription service means the library now receives 10 copies of five of the latest best-selling titles each month, reducing waiting times for library members.

## PUBLIC WI-FI

Council has 70 Wi-Fi access points across the LGA. In 2018–19, there were 413,413 Wi-Fi sessions with 144,715 users. The average user duration was 1hr: 8m: 57 secs.

## WASTE MANAGEMENT SYSTEM

The Sustainable Waste Strategy sets actions to design and implement data management and reporting infrastructure for waste and recycling on collection vehicles.

In January 2019, Council completed an expression of interest process for a Waste Management Operating System.

The system will deliver streamlined asset and data management, improved operations management, route management and optimisation and real-time service and reporting capabilities.

This innovative, integrated system will significantly improve the efficiency and ease-of-use of Council's waste management services.



Public Wi-Fi.



## CAPITAL WORKS EXPENDITURE

In 2018–19, Council spent \$18.9million to deliver capital works projects.

Project	Expenditure 2018–19	Status
Park, Playground and Open Spaces	4,643,633	13 projects completed 20 projects in progress(multi-year project) 3 projects delayed
Building Upgrades and Infrastructure Improvements	3,122,258	11 projects completed 8 projects in progress(multi-year project) 2 projects deferred/delayed
Transport and Parking Infrastructure	2,129,511	7 projects completed 12 projects in progress(multi-year project) 1 project delayed
Sealed Roads Construction	1,845,003	31 projects completed
Energy efficiency projects	1,519,507	3 projects completed 6 projects in progress(multi-year project)
Stormwater and water saving and quality improvement	1,340,253	6 projects completed 5 projects in progress(multi-year project) 1 project delayed
Footpaths	1,356,485	46 projects completed 10 projects in progress(multi-year project) 1 deferred/delayed
Bondi Pavilion Conservation and Upgrade	974,419	2 projects completed 2 projects in progress(multi-year project)
Streetscape Upgrade	533,793	1 project completed 3 projects in progress(multi-year project)
Biodiversity and Ecological Restoration	488,441	3 projects completed 5 projects in progress(multi-year project)
Social Housing	213,254	1 project completed 1 project in progress(multi-year project)
Kerb and Gutter	204,853	5 projects completed 9 projects in progress(multi-year project)
Boot factory remediation	177,164	1 project in progress(multi-year project)
Tree Planting	125,433	2 projects completed 2 projects in progress (multi-year project)
Green Infrastructure	104,749	1 project in progress(multi-year project)
Knowledge and Innovation project	85,295	1 project in progress(multi-year project)
Council accommodation and services	56,500	1 project in progress(multi-year project)
Public Art Commissions	6,351	1 project in progress(multi-year project)

# Part 03.

## MEETING OUR STATUTORY REQUIREMENTS

## AMOUNT OF RATES AND CHARGES WRITTEN OFF DURING THE YEAR 2018–19

The following rates and charges were written off during the year:

Assessment number	Description	Rates	Waste	Extra Charges	Totals
32729.9	Rates for current financial year as per Council resolution 7 October 2008 (32–48 Denison Street)	106,466.93			106,466.93
Various	Postponed 2013–14 rates and interest charges	2,187.45		1,169.89	3,357.34
	Sub totals	108,654.38		1,169.89	109,824.27
Various	Pension Rebate Government Abandonment Section 575(Local Government Act)	293,561.05	171,984.75		465,545.80
Various	Pension Council Abandonment Section 582	91,765.12			91,765.12
	Sub Totals	385,326.17	171,984.75		557,310.92
	Grand Totals	493,980.55	171,984.75	1,169.89	667,135.19

## MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor Fees and Expenses	Amount(\$)
Mayoral Fees	43,150
Councillor Fees	237,479
Miscellaneous Expenses	185,930
Office Equipment and Maintenance	8,061
Telephone Calls(Mobile and Landline)	14,559
Conference and Seminars	8,306
Professional development	6,573
Interstate Visits	0
Overseas Visits	0
Spouse Expenses	0
Provision for Childcare	0

# COUNCILLOR INDUCTION, TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT

During the year, the Mayor and Councillors did not attend any induction training course, induction refresher course or supplementary induction course.

The following Councillors participated in an ongoing professional development program:

- Cr Angela Burrill
- Cr Elaine Keenan
- Cr Leon Goltsman
- Cr Paula Masselos
- Cr Marjorie O'Neill.

There were 12 seminars, circulars and other activities that were delivered as part of the ongoing professional development program.

## GENERAL MANAGER AND SENIOR STAFF REMUNERATION

In 2018–19, Council employed six senior staff as identified under the Local Government Act. The six staff included the General Manager, three Directors, Chief Financial Officer and General Counsel. The positions of the Chief Financial Officer, General Counsel and one Director were filled in April 2019. One Director position was filled under acting arrangements during the year.

Position	Total remuneration including all benefits (\$)
General Manager	375,210
Senior Staff	992,188
Total	1,367,399

The total remuneration includes:

- I. The total value of the salary component of their packages
- II. The total amount of any bonus payments, performance payments or other payments made that do not form part of the salary component of their packages
- III. The total amount payable by Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor
- IV. The total value of any non-cash benefits for which any of them may elect under the package
- V. The total amount payable by Council by way of fringe benefits tax for any such non-cash benefits organisation.

# REPORT ON INFRASTRUCTURE ASSETS

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	*2018–19 Required maintenance	2018–19 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
<b>BUILDINGS</b>						
Council Offices/ Administration Centres	187	187	666	759	12,194	24,585
Council Works Depot –	–	–	749	687	8,954	10,984
Council Public Halls	625	625	186	191	24,958	69,439
Libraries	–	–	598	567	22,891	36,841
Cultural Facilities	82	82	1,346	1,359	13,303	21,183
Other Buildings	393	393	1,316	1,542	50,148	78,887
Specialised Buildings	13	13	472	558	4,749	6,790
<b>Sub-total</b>	<b>1,300</b>	<b>1,300</b>	<b>5,333</b>	<b>5,663</b>	<b>137,197</b>	<b>248,709</b>

<b>OTHER STRUCTURES</b>						
Other structures	443	443	292	337	16,214	27,335
<b>Sub-total</b>	<b>443</b>	<b>443</b>	<b>292</b>	<b>337</b>	<b>16,214</b>	<b>27,335</b>

<b>ROADS</b>						
Sealed roads	466	466	1,829	1,888	56,721	82,428
Footpaths	83	83	2,603	2,908	35,714	51,139
Other road assets	62	62	2,914	2,718	16,465	27,977
Sealed roads structure	–	–	–	–	67,502	144,667
Kerb and Gutter	833	833	101	79	65,759	96,802
<b>Sub-total</b>	<b>1,444</b>	<b>1,444</b>	<b>7,447</b>	<b>7,593</b>	<b>242,161</b>	<b>403,013</b>

Notes \* Required maintenance is the amount identified in Council's asset management plans.

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2018/19 Required maintenance	2018/19 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)
<b>STORMWATER DRAINAGE</b>						
Stormwater drainage	150	150	399	455	18,079	25,747
Stormwater Conduits	–	–	–	–	72,903	112,769
<b>Sub-total</b>	<b>150</b>	<b>150</b>	<b>399</b>	<b>455</b>	<b>90,982</b>	<b>138,516</b>

<b>OPEN SPACE/ RECREATIONAL ASSETS</b>						
Swimming pools	2,261	2,261	6,172	6,053	69,293	108,838
<b>Sub-total</b>	<b>2,261</b>	<b>2,261</b>	<b>6,172</b>	<b>6,053</b>	<b>69,293</b>	<b>108,838</b>
<b>Total - All Assets</b>	<b>5,598</b>	<b>5,598</b>	<b>19,643</b>	<b>20,101</b>	<b>555,847</b>	<b>926,411</b>

\$'000	Amounts 2019	Indicator 2019	Prior Periods	
			2018	2017
<b>Buildings and infrastructure renewals ratio</b>				
Asset renewals (2)	14,390	82.57%	94.13%	77.08%
Depreciation, amortisation and impairment	17,428			
<b>Infrastructure backlog ratio (1)</b>				
Estimated cost to bring assets to a satisfactory standard	5,598	1.01%	1.05%	1.10%
Net carrying amount of infrastructure assets	555,847			
<b>Asset maintenance ratio</b>				
Actual asset maintenance	20,101	102.33%	94.25%	98.24%
Required asset maintenance	19,643			
<b>Cost to bring assets to agreed service level</b>				
Estimated cost to bring assets to an agreed service level set by Council	5,598	0.60%	0.64%	0.69%
Gross replacement cost	926,411			

Notes \*All asset performance indicators are calculated using the asset classes identified in the previous table. (1) Excludes Work In Progress (WIP). (2). Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

## INFRASTRUCTURE ASSET CONDITION ASSESSMENT 'KEY'

1	Excellent/Very Good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

\$'000 Asset Category	Assets in condition as a percentage of gross replacement cost				
	1	2	3	4	5
<b>BUILDINGS</b>					
Council Offices/ Administration Centres	0%	28%	69%	3%	0%
Council Works Depot	99%	0%	0%	1%	0%
Council Public Halls	26%	0%	71%	3%	0%
Libraries	0%	100%	0%	0%	0%
Cultural Facilities	83%	0%	16%	1%	0%
Other Buildings	11%	65%	22%	2%	0%
Specialised Buildings	83%	7%	10%	0%	0%
<b>Sub-total</b>	<b>24.5%</b>	<b>38.4%</b>	<b>35.3%</b>	<b>1.9%</b>	<b>0.1%</b>

<b>OTHER STRUCTURES</b>					
Other structures	60%	22%	12%	6%	0%
<b>Sub-total</b>	<b>60%</b>	<b>22%</b>	<b>12%</b>	<b>6%</b>	<b>0%</b>

<b>ROADS</b>					
Sealed roads	41%	51%	6%	2%	0%
Footpaths	56%	30%	13%	1%	0%
Other road assets	49%	41%	9%	1%	0%
Sealed roads structure	0%	0%	100%	0%	0%
Kerb and Gutter	50%	34%	13%	3%	0%
<b>Sub-total</b>	<b>30.9%</b>	<b>25.3%</b>	<b>42.5%</b>	<b>1.3%</b>	<b>0.6%</b>

<b>STORMWATER DRAINAGE</b>					
Stormwater drainage	29%	68%	3%	0%	0%
Other	14%	70%	16%	0%	0%
<b>Sub-total</b>	<b>16.8%</b>	<b>69.6%</b>	<b>13.6%</b>	<b>0.0%</b>	<b>0.0%</b>

<b>OPEN SPACE/ RECREATIONAL ASSETS</b>					
Swimming pools	41%	37%	20%	2%	0%
<b>Sub-total</b>	<b>41%</b>	<b>37%</b>	<b>20%</b>	<b>2%</b>	<b>0%</b>
<b>Total - All Assets</b>	<b>29.1%</b>	<b>36.7%</b>	<b>32.7%</b>	<b>1.5%</b>	<b>0%</b>

# GOVERNMENT INFORMATION (PUBLIC ACCESS)

The *Government Information (Public Access) (GIPA) Act 2009* requires councils to prepare an Annual Report on their obligations under the Act. Here is a summary of Council's Access to Information Applications for 2018–19. No reviews were carried out under Section 7(3) of the GIPA Act 2009

A total of 28 applications (including withdrawn applications but not including invalid applications) were received during the year. No applications were refused wholly or partly because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

**TABLE A:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Inform- ation not Held	Inform- ation Already Avail- able	Refuse to Deal with Applica- tion	Refuse to Con- firm/ Deny whether inform- ation is held	Appli- cation With- drawn	Total	% of Total
Media	1	0	1	0	0	0	0	1	3	10%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	1	0	0	0	0	0	0	2	7%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal represen- tative)	4	10	0	0	0	0	0	1	15	50%
Members of the public (other)	2	7	0	0	0	0	0	1	10	33%
<b>Total</b>	<b>8</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>30</b>	
% of Total	27%	60%	3%	0%	0%	0%	0%	10%		

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**TABLE B:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME**

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Informa- tion not Held	Infor- mation Already Available	Refuse to Deal with Applica- tion	Refuse to Confirm/ Deny whether informa- tion is held	Appli- cation With- drawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	8	18	1	0	0	0	0	3	30	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>8</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>30</b>	
<b>% of Total</b>	<b>27%</b>	<b>60%</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>10%</b>		

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**TABLE C:  
INVALID APPLICATIONS - NIL**

**TABLE D:  
CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST  
DISCLOSURE: NIL**

**TABLE E:**  
**OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF ACT**

	Number of times consideration used*	% of Total
Responsible and effective government	1	3%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	23	77%
Business interests of agencies and other persons	6	20%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>30</b>	

**TABLE F:**  
**TIMELINESS**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	28	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>28</b>	

**TABLE G:**  
**NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT**

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	0	1	50%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	1	0	1	50%
<b>Total</b>	<b>2</b>	<b>0</b>	<b>2</b>	
<b>Total</b>	<b>100%</b>	<b>0%</b>		

**TABLE H:  
NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT**

	Number of applications for review	% of Total
Applications by access applicants	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
<b>Total</b>	<b>2</b>	

**TABLE I:  
APPLICATIONS TRANSFERRED TO OTHER AGENCIES - NIL**

The following information was proactively released under Section 7(3) of the Act:

1. Review of Environmental Factors (REF) reports
2. Geospatial information in online maps:
  - a. Accessibility map: Information on accessible transport options, location of stairs, seats and toilets to help visitors who require these services
  - b. Environmental map: Information on vegetation cover, heat island effect, biodiversity corridors and bush care locations
  - c. Public map: General information about local services, including location of community centres, venue hire, public Wi-Fi, childcare centres, schools, toilets, buildings parking and dog parks
  - d. Planning map: Information on local planning controls such as zoning, heritage and flood relating to your property from Council's Local Environmental Plan (LEP) and Development Control Plan (DCP).
3. Bondi Junction Cycleway and Streetscape Upgrade Review of Environmental Factors Report
4. Notts Avenue Safety and Streetscape Upgrade Concept Design
5. Bronte Village Centre Upgrade Review of Environmental Factors Report
6. Campbell Parade Streetscape Stage 1 Consultation (Pre-design)
7. Seven Ways Streetscape Upgrade Concept Design.

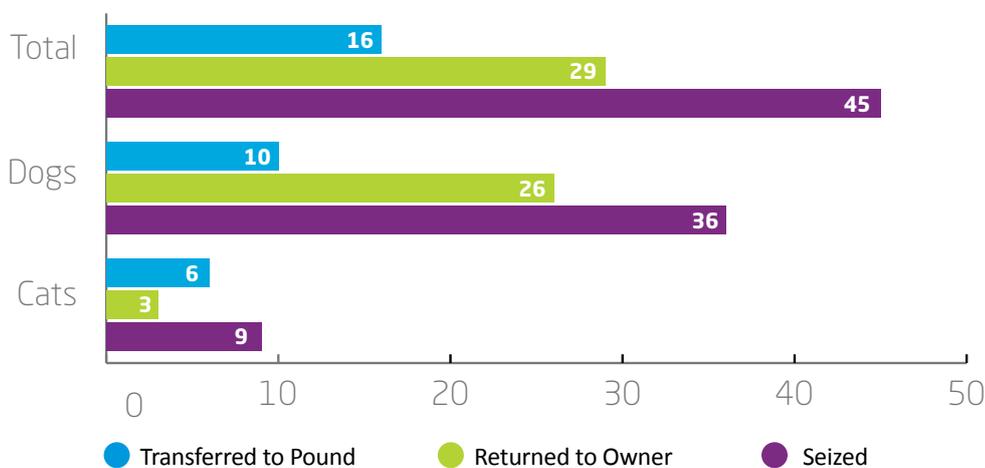
## PUBLIC INTEREST DISCLOSURES

In 2018–19, there were no public interest disclosures received by Council. Twelve public interest disclosure officers were appointed and trained. All new staff orientation includes orientation sessions on Public Interest Disclosures.

# COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATION

The statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation for this year includes:

- Forty five animals were seized, 29 were returned to the owners and 16 were transferred to Council's pound facility
- Seventeen dog attacks were reported during the year
- An amount of \$11,353 was spent on dog holding and kennelling charges, \$1925 was spent on companion animal training.



Council Rangers, Companion Animal Officer and Customer Service staff provide ongoing public education in relation to responsible dog ownership. This includes training sessions on registration, microchipping and control of animals in public. Rangers undertake daily patrols of popular dog walking areas and speak with owners to ensure responsible dog ownership. Council provides responsible pet ownership information at [waverley.nsw.gov.au/residents/animal\\_services/responsible\\_dog\\_ownership](http://waverley.nsw.gov.au/residents/animal_services/responsible_dog_ownership).

Council continues to encourage the de-sexing of dogs and cats

by offering significantly reduced registration fees for de-sexed dogs and cats. Council uses a pound facility with a 'low kill' policy in place and seeks authorisation from Council before any euthanasia is carried out (except in emergency situations).

Council provides a number of off-leash areas throughout the area.

**The 24 hour dog off-leash areas are at the following parks:**

1. Varna Park, Waverley
2. Raleigh Reserve, Dover Heights
3. Diamond Bay Reserve, Vaucluse
4. Dickson Park, Bondi

5. Hugh Bamford Reserve, Dover Heights
6. Waverley Park, Bondi Junction
7. Queens Park (managed by Centennial Parklands)

**The timed off-leash areas are at:**

1. Marks Park, Tamarama
2. Bronte Park, Bronte

# AMOUNT INCURRED IN LEGAL PROCEEDINGS

Council spent a total of \$1,177,485 on legal appeal proceedings.

Under the provisions of the *Environmental Planning and Assessment Act 1979*, \$658,469 was spent for legal representation and \$362,790 for external expert consultants. Council received an amount of \$107,870 as Section 8.15 costs under the *Environmental Planning and Assessment Act*.

Council spent \$136,126 on civil enforcement proceedings. The details of legal proceedings related to civil enforcement proceedings is set out below.

The details of legal proceedings related to civil enforcement proceedings is set out below:

Property	Issue	Status	Results
19 Boonara Avenue, Bondi	Civil enforcement proceedings	Ongoing	

A total of \$20,099 was incurred on legal appeal proceedings related to companion animals, health and safety matters and regulatory control. These cases were finalised.

The details of legal proceedings related to planning matters is set out below:

Property	Issue	Status	Results
Sydney Football Stadium appeal	Class 4 Judicial Review Minister for Planning Approval	Finalised	Appeal dismissed. Costs yet to be determined
1 Sir Thomas Mitchell Road, Bondi Beach	Class 1–Deemed refusal	Finalised	Appeal upheld with conditions and costs
71 Beach Road n/as 99-111 Glenayr Avenue, Bondi Beach	Class 1–refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions
19 Dellview Street, Tamarama	Class 1–Refusal	Finalised	Dismissed with costs
585 Old South Head Road, Rose Bay	Class 1–Deemed refusal	Finalised	Dismissed with costs
246–248 Campbell Parade, Bondi	Class 1–Refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions and costs
7 Bulga Road, Dover Heights	Class 1–Refusal	Finalised	Appeal upheld with conditions
48–50 Penkivil Street, Bondi	Class 1–Refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions and costs
51 Lancaster Road, Dover Heights	Class 1–Deemed refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions
20 Loombah Road, Dover Heights	Class 1–Refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions and costs
63 Fletcher Street, Tamarama	Class 1–Refusal	Ongoing	
129 Blair Street, North Bondi	Class 1–Refusal	Finalised	Appeal upheld with amended plans

## Legal proceedings related to planning matters continued...

Property	Issue	Status	Results
14 Fletcher Street, Bondi	Class 1–Deemed refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions and costs
286 Military Road, Dover Heights	Class 1–Decision of condition 13	Finalised	Discontinued
16 Military Road, North Bondi	Class 1–Deemed refusal	Ongoing	
10 Kimberley Street, Vaucluse	Class 4–Failure to comply with order to demolish or remove the cabling and satellite dish mounted on the rear skillion roof of the dwelling	Finalised	Consent order filed with costs
701–707 Old South Head Road, Vaucluse	Class 1–Refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions
425 Bronte Road, Bronte	Class 1–Deemed Refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions
286 Military Road, Dover Heights	Class 4–Judicial Review Decision on condition 13	Finalised	Dismissed
63 Fletcher Street, Tamarama	Class 1–Deemed Refusal	Ongoing	
625–627 Old South Head Road, Rose Bay	Class 1–Deemed Refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions and costs
132 Warners Avenue, Bondi Beach	Class 1–Appeal against a General Order in relation to demolition of a cool room	Finalised	Discontinued
21 Thompson Street, Tamarama	Class 1–Refusal	Finalised	Dismissed
97 Glenayr Avenue, Bondi Beach	Class 1–Deemed Refusal	Finalised	Section 34 Agreement–Appeal upheld with conditions and costs
139 Oxford Street, Bondi Junction	Class 1–Deemed Refusal	Ongoing	
1 Marroo Street, Bronte	Class 1–Deemed Refusal	Ongoing	
25 Glasgow Avenue, Bondi Beach	Class 1–Refusal	Finalised	Appeal upheld
42 Bennett Street, Bondi	Class 1–Refusal	Finalised	Dismissed
154 Ramsgate Avenue, North Bondi	Class 1–Deemed Refusal	Ongoing	
18 Leichhardt Street, Bronte	Class 1–Against condition A2	Finalised	Section 34 Agreement–Appeal upheld with conditions and costs
Shop 6, 767–771 Old South Head Road, Vaucluse	Class 1–Refusal	Ongoing	
Shop 7 and 8, 767–771 Old South Head Road, Vaucluse	Class 1–Refusal	Ongoing	

## Legal proceedings related to planning matters continued...

Property	Issue	Status	Results
10 Marne Street, Vaucluse	Class 1–Deemed Refusal	Ongoing	
164–166 Hastings Parade, North Bondi	Class 1–Deemed Refusal	Finalised	Discontinued
607–609 Old South Head Road, Rose Bay	Class 1–Deemed Refusal	Ongoing	
463–467 Bronte Road, Bronte	Class 1–Deemed Refusal	Ongoing	
9 Philip Street, Bondi	Class 1–Deemed Refusal	Ongoing	
59 Brighton Boulevard, Bondi	Class 1–Refusal	Ongoing	
21 Busby Parade, Bronte	Class 1–Deemed Refusal	Ongoing	
21 Waverley Crescent, Bondi Junction	Class 1–Deemed Refusal	Ongoing	
134–138 Campbell Parade, Bondi Beach	Class 1–Deemed Refusal	Ongoing	
20–24 Hall Street, Bondi	Class 1–Refusal	Ongoing	
28-34, 36, 38, 40–42 Bronte Road and 84 Ebley Street Bondi Junction	Class 1–Deemed Refusal	Ongoing	
6 Ashley Street, Tamarama	Class 1–Deemed Refusal	Ongoing	
657 Old South Head Road, Rose Bay	Class 1–Deemed Refusal	Ongoing	
163 Birrell Street, Waverley	Class 1–Deemed Refusal	Ongoing	
28 Barclay Street, Waverley	Class 1–Refusal	Ongoing	
5–11 Hollywood Avenue, Bondi Junction	Class 1–Deemed Refusal	Ongoing	
278–282 Birrell St, Bondi	Class 1–Deemed Refusal	Ongoing	
43–45 Hall Street, Bondi Beach, NSW 2026	Class 1–Refusal	Ongoing	
6 Wolaroi Crescent, Tamarama	Class 1–Failure to comply with order to stop works to rear pool	Finalised	Discontinued
21 Thompson Street, Tamarama	Class 4–Summons commencing an appeal– Section 56A of the <i>Land and Environment Court Act 1979</i>	Ongoing	
27 Paul Street and 8–10 Council Street, Bondi Junction	Class 1–Deemed Refusal	Ongoing	
463–467 Bronte Road, Bronte	Class 1–Refusal	Ongoing	
5–9 Castlefield Street, Bondi	Class 1–Deemed refusal	Ongoing	

# PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Actions	Outcome	Progress Comments
<b>Priority 1: People with disability</b>		
Review recruitment, selection criteria and recruitment methods to remove barriers and improve opportunities to support a diverse workforce	Review completed and recommendations implemented	An assistance requirement selection option is incorporated into EziSuite, Council's recruitment and selection tool to support candidates requiring assistance for interview. All job advertisements carry the following EEO statement: <i>"Waverley Council is committed to providing equal employment opportunities to all candidates. We encourage applications from women and men from diverse groups, including, but not limited to, Aboriginal and Torres Strait Island people; people from culturally diverse backgrounds; young people; older workers; people with disabilities; LGBTIQ; and other minority groups"</i>
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace	Adjustments reviewed and implemented	Budget is allocated to make adjustments to accommodate individual needs of staff with a disability
Review and implement accessibility recommendations to Council premises and facilities	Review completed and recommendations implemented	This activity is carried over to 2019–20 for implementation
Partner with disability networks and specialist agencies to increase applications received from people with disability	Partnerships established and used in recruitment	An eLearning package was purchased from Australian Network for Disabilities (AND) to train staff to improve awareness and confidence in the area. Negotiations commenced with Australian Network on Disability to assist in increasing Council's visibility as a disability friendly employer
<b>Priority 2: Aboriginal and Torres Strait Islander People</b>		
Prepare and Implement an Aboriginal and Torres Strait Islander Employment Strategy in line with Reconciliation Action Plan deliverables	90 per cent of the annual programs implemented	Waverley's draft Innovate Reconciliation Action Plan 2019–2021 was submitted to Reconciliation Australia for endorsement. The ATSI employment strategy will be prepared in line with the Reconciliation Action Plan
Provide networking opportunities for Aboriginal and Torres Strait Islander (ATSI) staff	ATSI staff satisfaction with availability of support systems	Preliminary discussions to understand staff networking expectations indicate there is no interest for networking. The current broader inclusive approach to all staff meets employee expectations
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Staff training completed	This activity is carried over to 2019–20.

Actions	Outcome	Progress Comments
<b>Priority 3: Culturally and Linguistically Diverse(CALD) People</b>		
Provide staff from culturally and linguistically diverse backgrounds with courses and programs that supports career progression	Staff training completed	English classes were offered based on staff request. An online learning program was provided for staff with disabilities. A Training calendar outlining new project management courses was developed
Provide literacy support programs for staff who are predominantly from diverse cultural backgrounds including outdoor staff	Staff training complete	An IT Foundation course on computer literacy was delivered for outdoor staff
Investigate cultural barriers affecting staff and develop support strategies	Investigation completed and support strategies implemented	Mentoring programs specifically designed for Council's female employees are made available
Review and update training material to meet the needs of CALD staff e.g. use of graphics for Workplace Health and Safety instructions	Training material updated	Council's training materials are prepared in alignment with common core standards
<b>Priority 4: Women</b>		
Encourage a culture that promotes women in management roles	Women at all levels of the organisation believe they have equal opportunity as their male counterparts for promotion	Council is successful in providing management opportunities to women, 33 per cent of the Senior Executive are female and 46 per cent of Executive Managers are female
Formalise involvement of women in senior management, coaching and mentoring other women within Council, to support career progression	Increase in coaching/ mentoring opportunities for women in senior management	An organisation-wide mentoring program is prepared. As part of the broader program for all staff, specialised forums for women will be facilitated. Initial scoping of this project is underway and is planned to be launched in 2019–20
Promote success stories of women in leadership and non-traditional roles through website and other media	Success stories published	This project will be implemented in 2019–20
Attract women applicants to non-traditional areas of work	Increase in applications received from women in non-traditional areas of work(*Non-traditional positions are generally classified as professions demonstrated to be dominated by male workers, such as engineers, open spaces officers, resource recovery, IT, construction, lifeguards and facilities).	Of the total 2,794 job applications received in the last 12 months, 1,293 applications were from female candidates. Of the total number of candidates shortlisted for interviews, 46 per cent were female. However, only 10.52 per cent of total applications for non-traditional areas were from female candidates, 7.6 per cent of appointments to these roles were made to females. While this demonstrates that female applicants to Council are successful in being appointed to non-traditional roles, it highlights a need for further work on attracting female applicants to non-traditional roles.

Actions	Outcome	Progress Comments
Investigate opportunities to transition women back to workforce	Recommendations report completed	<p>Council revised its Parental Leave Guidelines to allow more flexibility in sharing primary care for a child. This is expected to encourage women to transition back to the workforce sooner.</p> <p>Council considers all requests for flexible work arrangements, including reduced hours and work from home, to assist women to transition back to work from parental leave and to assist with childcare commitments.</p> <p>Council prepared a new Domestic and Family Violence Guidelines to provide pathways to support employees experiencing domestic and family violence, including measures to support people returning to/continuing work</p>
<b>Priority 5: Youth</b>		
Develop an integrated framework that formalises procedures for developing and recruiting student placements, work experience opportunities and trainee and apprenticeship placements	10 young people engaged in work experience/ apprenticeships/ internships/traineeships	The Integrated Framework document was prepared to formalise procedures. Further work will be undertaken in 2019–20 to finalise the document
Partner with schools, universities and youth organisations to provide opportunities for youth	Four partnerships established	Council has partnerships with Australian Apprenticeships and Randwick TAFE for Childcare traineeship positions and with Australian Training Organisation for lifeguard trainees. Further formal partnerships will be established in the second year of the Integrated Framework in 2020
<b>Priority 6: Ageing Workforce</b>		
Develop support mechanisms for ageing/mature staff to start career planning and post career options including retirement planning that meets the needs of individual employees	Career transition options available for retiring staff	Staff consultation to support policy preparation is planned and will be implemented in 2019–20. The policy will drive the formation of an alumni network
Prepare and implement an ageing strategy to address workforce issues	90% of the annual programs implemented	
Form an alumni network that recognises and provides opportunities for highly skilled employees post retirement		

Actions	Outcome	Progress Comments
<b>Priority 7: Fair and non-discriminatory work practises</b>		
Implement training and awareness programs for staff to improve EEO understanding	Trainings implemented	New staff induction includes training on EEO. Specific trainings such as Code of Conduct and other policy orientation addresses elements of EEO
Embed a work culture that respects, values and celebrates diversity and measures individual EEO performance through SAPA process	Council's performance assessment process measures behaviour consistent with EEO principles  Increase in number of employees demonstrating understanding of EEO through their work that meets or exceeds expectations	This is carried over for implementation in 2019–20
Review and update flexible work place policy to meet the needs of a diverse workforce including primary carers, young people and ageing workforce	Policy adopted	Council has a Flexible Workplace Policy in place. Parental Leave Policy was revised to allow more flexibility in sharing primary care for a child. Policy review to ensure standards will be an ongoing process
Review and update relevant policies, processes and systems to support EEO needs (Parental Leave Guidelines, Pay Policy, Recruitment Guidelines, Reward and Recognition Guidelines and Working from Home Guidelines)	Review completed and recommendations implemented	Parental Leave Policy was reviewed and updated. The remaining policies and guidelines will be reviewed on an ongoing basis. A salary structure review project is initiated
Provide employment opportunities for a diverse workforce through secondments, mentoring, coaching, traineeships and work experience	Opportunities identified and promoted	Seven trainees were employed with Council in 2018–19. Five trainees were funded by the NSW Department of Industry Elsa Dixon Aboriginal Employment Program. An Organisational Leadership Framework has been prepared. The implementation of this framework will provide more opportunities for staff
Monitor implementation of Respectful Work Place policy and its implementation through a range of methods including exit interviews	Positive behaviour recognised and unacceptable behaviour addressed in line with Councils policies	Positive behaviour is recognised through Skills and Performance Assessment process and Staff Recognition awards. Unacceptable behaviour that is reported is investigated and necessary actions taken
Establish mechanism to gather EEO data on an ongoing basis and analyse EEO data for decision making	Annual EEO survey completed	This is carried over for implementation in 2019–20
Promote people's success stories across the organisation	EEO stories published	Pipeline staff newsletter publishes positive stories of staff

# PROGRESS REPORT - DISABILITY INCLUSION ACTION PLAN 2018–19

## Legend

- Completed actions or projects
- On track (These are multi-year projects or actions in most instances)
- Not met are actions or projects that are not completed or delayed for completion

## FOCUS AREA 1: INCLUSIVE ATTITUDES AND BEHAVIOURS

Council values and supports inclusive attitudes and behaviours across Council and the community

Key Actions/Projects in 2018–19	Status	Comments
Deliver a community awareness program with partner agencies to promote inclusive attitudes and increase understanding of hidden disability	<span style="color: green;">●</span>	<p>Three Youth Mental Health First Aid (YMHFA) sessions were held in partnership with South Eastern Sydney Local Health District, local sporting clubs and Bronte and Bondi Surf Life Saving Clubs. YMHFA is designed to skill people who connect frequently with young people with knowledge and skills to identify mental health problems early, and link young people to appropriate treatment and support.</p> <p>Council worked with the Eastern Suburbs Youth Services Network, Eastern Suburbs Homeless Coalition and Inner City and Eastern Suburbs Ageing and Disability Interagency to assist providers to help people with mental health and psychosocial disabilities to access National Disability Insurance Scheme (NDIS) services and mainstream organisations.</p> <p>Waverley Community Living Program participants are working on a video project to voice their opinions about inclusive practice and develop skills for self-advocacy. The video will capture individual personal stories on topics such as bullying, stigmas, relationships and inclusion and will be used as a promotional tool to educate Council staff and the community on how to be more inclusive for people with disability</p>
Increase visibility of people with disability in Waverley Council publications, website and promotional materials	<span style="color: green;">●</span>	<p>A positive image library was created to assist Council to better reflect the diversity of the community in its publications.</p> <p>An easy to read version of the Waverley Disability Inclusion Action plan and Regional Framework was produced to assist all members of the community to understand Council's inclusion priorities.</p>

Key Actions/Projects in 2018–19	Status	Comments
Integrate disability awareness training into Council's Learning and Development Framework for induction and ongoing training	●	Council purchased the Australian Network on Disability's e-learning module, Disability Confident Workforces. This will be rolled out in 2019–20 through Council's Learning Hub
Provide ongoing opportunities for staff to develop knowledge and skills to apply access and inclusion principles and practices within their key job responsibilities	●	Thirteen staff participated in training to integrate inclusive practices within their work including playground access audits, NDIS worker orientation, supported decision making and risk enablement and create easy English documents
Continue to award good practice in access and inclusion through Council's Local Business Awards	●	Council is currently reviewing the Business Awards to include a stronger focus on awarding businesses for inclusive practices
Promote the commercial benefits to local business of inclusive business and employment practices	●	Council adopted the Waverley Sustainable Visitation Strategy 2024. A priority action is the development of an Inclusive Tourism Plan to raise awareness and assist businesses and tourism operators, to take steps to improve their services within the inclusive tourism market.

## FOCUS AREA 2: LIVEABLE COMMUNITIES

2.1. People of all abilities have opportunities to live independent lives in their community and to connect, engage and make choices about the services they access.

Key Actions/Projects in 2018–19	Status	Comments
Develop business models of excellence for Waverley's services for older people, people with disability and children	●	<p>Waverley Community Living Program (WCLP) increased the number of participants accessing the service. Staff work with participants to deliver support and services to meet participants individual goals and provided a progress report on their achievements.</p> <p>Waverley Community and Seniors Centre developed a Wellness and Reablement Plan to meet the new requirements of the Australian Department of Health. More than 100 centre users were consulted to identify priorities to inform the plan and program. The Centre continues to build wellness and reablement approaches into the operations of the Centre.</p> <p>Council's family and children's services continue to support children with additional needs. Families are also assisted to access specialist services as needed.</p> <p>Council surveyed residents to identify improvements that could enhance the accessibility of Council Service Centres. Of the total responses received, 87 per cent responses indicated that Council information and services were accessible, however, some respondents were not aware of services such as the Translating and Interpreting Service for non-English speakers, the National Relay Service for people who are deaf, hard of hearing or have speech impairment and the discounted Carers Parking Permit. An action plan was developed to promote Council services that assist people with specific needs.</p>

## FOCUS AREA 2: LIVEABLE COMMUNITIES

2.1. continued....

Key Actions/Projects in 2018–19	Status	Comments
<p>Increase the delivery of access and inclusion initiatives in the region by working with partner agencies and promoting Council’s small grants program</p>	<p>●</p>	<p>A new Carers Parking Permit provides a discount to support people who rely on a carer for day-to-day support. A review resulted in the expansion of the eligibility criteria and a strategy to target promotions at key Council locations.</p> <p>Council’s Grant Program provided approximately \$400,000 to community organisations to deliver core community services and innovative projects in the Waverley Local Government Area.</p> <p>The small grants supported inclusion of people with disability through programs such as Sculptures by the Sea - Tactile Tours, Soccajoeys Next Step and positive ageing initiatives for older people</p>
<p>Promote information to help people better understand consumer directed care and to exercise choice and control in choosing services</p>	<p>●</p>	<p>A regional Disability Expo was held in June 2019 in partnership with Waverley Council, City of Sydney and Randwick City Council, 50 stall holders participated with approximately 700 people attending. Stall holders included National Disability Insurance Agency, Local Area Coordinators, Councils, disability providers including employment and mental health providers, sporting organisations and mainstream providers, 73 per cent of people said that as a result of the Expo they are more aware of community and specialist disability services available in their area and 93 per cent of people said the information obtained at the Expo was helpful to them.</p> <p>A number of outreach information services were held at key locations including AbilityLinks service desk at the library to inform people about NDIS and other mainstream supports available to Council's Customer Service desk at the Waverley Community and Seniors Centre</p>
<p>Develop and publish access maps for major centres, detailing continuous paths of travel, accessible toilets, equipment and mobility parking</p>	<p>●</p>	<p>Online maps were developed to show the location of mobility parking and accessible toilet facilities in the area. An audit was completed on four public toilet sites to inform the National Toilet Map. The audit will continue in 2019.</p>

## 2.1.continued...

Key Actions/Projects in 2018–19	Status	Comments
Review event management processes and procedures to increase the accessibility and inclusiveness of events held in the region	●	Council is currently undertaking a review of the Event Policy framework. An Event Management Policy and Guidelines form part of the review
Increase and promote recreational, social and cultural programs that are inclusive accessible	●	Fitness classes are run for people over 50 years at Margaret Whitlam Recreation Centre and Waveley Community and Seniors Centre. The Senior Centre caters for varying levels of fitness, provides opportunities for lifelong learning and to socialise. Creative art classes are offered to people with disability. Waverley Library's Home Library Program services 155 people and 12,086 library items were delivered to these members. Seventy eight sessions including Seniors Week activities were held for seniors. An Open Space Recreation Strategy is being prepared to inform the long-term planning and development direction of open space and recreation in the Waverley LGA. Universal design is one of the key principles that underpins the plan. An accessible play study is in development to provide strategic direction on how to make play spaces more inclusive when they are upgraded, in accordance with the Play Space Strategy
Maintain Waverley's social housing program for older people and people with a mild intellectual disability and continue to advocate to NSW Government for increased diversity of housing stock that is affordable and accessible	●	Council's Housing for Older People Program continues to provide secure affordable rental housing for 55 older Waverley residents on very low incomes, with more than half of the tenants being from a non-English speaking background. Council also provides accommodation for nine people with an intellectual disability. An independent survey of tenant satisfaction was carried out by NSW Federation of Community Housing Providers and Council's tenants were included for the first time this year. 50 per cent of tenants participated and their overall satisfaction rating for tenants in Council's programs was 92 per cent, with 89 per cent of respondents reporting that their housing provides security and stability in their lives and supports their health and wellbeing
Explore options to mandate universal housing design standards in Councils urban planning policy and work with partner agencies to showcase universal housing design initiatives	●	Council made a submission to the Australian Building Codes Board, Accessible Housing Project which is examining options for the inclusion of minimum accessibility standards for housing in the National Construction Code
Continue to advocate for and support housing and homelessness partnerships and initiatives to deliver housing outcomes.	●	Council convened the Eastern Suburbs Homeless Coalition and supported the Eastern Suburbs Homeless Assertive outreach Collaboration to monitor strategies that address homelessness. Two street counts were held. The number of people sleeping rough have been stable for the last few years. Council's strong working relationships with the Homeless Outreach Support Team and specialist homelessness services has assisted people to access housing and support services. This approach continues to work well as a coordinated response to a complex social issue.

- 2.2. All new Council assets, buildings and open spaces are designed to be fully accessible and Council proactively manages the built environment to meet our diverse community needs now and in the future.

Key Actions/Projects in 2018–19	Status	Comments
Design all new Waverley Council assets, buildings and open spaces to disability access standards and universal design principles	●	<p>Universal design that features accessibility were incorporated into the concept design of the South Bronte Amenities and Community Centre.</p> <p>Bondi Pavilion Restoration and Conservation Project is in the final stages before construction. An independent access consultant completed an access review of the proposed alterations and conservation works to the Bondi Pavilion. Members of Council's Access Advisory committee had input into the concept design and supports the application of universal design principles in the design and fit out of the Bondi Pavilion Restoration project.</p> <p>The upgrade of Marks Park commenced in June 2019 and includes a step free universal pathway that connects the amenities block with the playground and the accessible lookout.</p>
Continue to provide an annual capital works program to upgrade footpaths, pedestrian crossings, kerb ramps and bus shelters to universal design principles	●	More than four million dollars was spent on footpaths, kerb ramps and bus shelter upgrades in accordance with universal design principles. This improves access for the whole community including people with disability
Implement strategies to improve beach wheelchair loan systems and access to designated beaches	●	A storage facility to house beach wheelchairs and a shower was installed on the Bondi Beach promenade to provide easy access to these facilities. The construction of a new accessible ramp at the northern end of Bondi Beach has begun. Council worked in partnership with Bondi Surf Life Saving Club to seek funding from the Australian Government and AbilityLinks for additional beach matting, roll out storage equipment, and a beach wheelchair for children. Access Bondi ramp will be completed in late 2019.

- 2.3. The community is a place where people can move about easily to access services and facilities and participate in community life.

Key Actions/Projects in 2018-19	Status	Comments
Work with relevant transport agencies to improve the transport network in the region for people with disability	●	The Waverley Traffic Committee met regularly to discuss transport issues in the area. Actions are being progressed to improve pedestrian access as set out in Council's People, Movement and Places strategy

### FOCUS AREA 3: MEANINGFUL EMPLOYMENT

- 3.1. People of all abilities have access to meaningful employment.

Key Actions/Projects in 2018-19	Status	Comments
Opportunities for learning and skills development for adults with mild intellectual disability are provided through the Waverley Community Living Program	●	Waverley Community Living Program continues to provide a regular program of support for people with an intellectual disability to develop their skills and confidence, which assists people to access employment
Work with stakeholders to develop and publicise essential information on how to access employment support services	●	A Regional Disability Expo was held in June 2019 in partnership with City of Sydney and Randwick City Council, 50 stall holders participated which included employment agencies such as Job support, Breakthru, Disability Services Australia, Konekt Employment and TAFE NSW
Evaluate Waverley Council's employment policy and practices to remove barriers and improve opportunities to support a diverse workforce	●	Council's recruitment policy was reviewed and updated in 2018 to ensure all advertised positions encourage applications from people from diverse backgrounds and people with disability. Council is committed to make reasonable modifications to positions and work environments to accommodate staff with disability.

## FOCUS AREA 4: SYSTEMS AND PROCESSES

4.1. Waverley Council is an organisation that is aware of and responsive to the needs of people of all abilities.

Key Actions/Projects in 2017-18	Status	Comments
Council publications and documents are available in a diverse range of formats and the website is compliant with WCAG 2.0	●	Council's website is compliant with the Web Content Accessibility Guidelines (WCAB) 2.0. Council has included a voice over function on the website so people with vision impairment can access the information
Explore digital technology solutions and innovative communication systems such as implementing the Snap, Send, Solve App	●	Explore Waverley digital mapping has been further developed to include wayfinding functions
Identify and involve people with relevant expertise and lived experience of disability during the planning & design stages of major development and upgrades, policy development and purchase of equipment	●	<p>The Waverley Access Advisory Committee provides advice about access and inclusion initiatives. Inputs were provided into key projects such as Access Bondi and Bondi Pavilion Restoration and Conservation Project.</p> <p>Co-designed projects such as Pre-Invictus games event at Bondi Beach which highlighted the need for better access to Bondi Beach was implemented.</p> <p>WCLP participants reviewed and designed an easy English Handbook to improve pedestrian access as set out in Council's People, Movement and Places Strategy.</p>

## SWIMMING POOL INSPECTIONS

In 2018–19, one tourist and visitor accommodation was inspected.

Twenty six inspections were undertaken for premises with more than one dwellings.

Forty nine inspections resulted in the issuance of a certificate of compliance under Section 22D of the *Swimming Pool Act*.

There were 11 inspections that resulted in a certificate of non-compliance under Clause 21 of the *Swimming Pool Regulation*.

## WORKS UNDERTAKEN ON PRIVATE LAND

In 2018–19, there were no works undertaken on private land.

## RECOVERY AND THREAT ABATEMENT PLANS

Council is identified in the Eastern Suburbs Banksia Scrub Recovery Plan as responsible for implementation of weed management in York Road, Bondi Junction.

# VOLUNTARY PLANNING AGREEMENTS

VPA Application details	Details of proposal	Additional FSR	Exceedance (Sqm)	Contribution Amount	Contribution details
DA-419/2015 110–116 Bronte Road, Bondi Junction	Demolition of existing building and construction of shop top housing	3%	35	69,538	Towards Complete Streets Program project in Bondi Junction and Waverley's Affordable Housing Program
DA-89/2016 362–374 Oxford Street, Bondi Junction	Demolition of existing building and construction of mixed used building including resi, serviced apartments and ground floor retail	15%	670	2,026,313	Towards Complete Streets Program project in Bondi Junction and Waverley's Affordable Housing Program
DA-482/2016 701–707 Old South Head Rd, Vaucluse	Demolition of the four dwellings and construction of a new three level residential flat building with 17 units, associated basement parking, landscape works and strata subdivision	13%	188	517,537	To be applied towards the upgrade and improvement of Diamond Bay reserve and Waverley's Affordable Housing Program
DA-82/2016 629–631 Old South Head Road, Rose Bay	Demolition of existing buildings amalgamation of 2 Torrens title lots, construction of a four-storey residential flat building comprising 12 units and basement car parking and strata subdivision	11%	74	439,356	To be applied towards public works for the improvement and regeneration of parks and reserves in the Rose Bay/ Dover Heights area and affordable housing under Waverley's Affordable Housing Program
DA-531/2015/A 67–69 Penkivil Street, Bondi	Modification to approved RFB including internal reconfiguration, additional bay windows, enlarged basement and attic level with offer to enter a Planning Agreement	15%	277	583,152	Towards the improvement and regeneration of Waverley Park and Waverley's Affordable Housing Program.

VPA Application details	Details of proposal	Additional FSR	Exceedance (Sqm)	Contribution Amount	Contribution details
DA-578/2015/A 17 Isabel Avenue, Vaucluse	Demolition of existing building, construction of a three-storey residential flat building with basement parking and strata sub-division as modified	9%	42	125,249	To be applied towards the upgrade and improvement of Diamond Bay reserve and Waverley's Affordable Housing Program
DA-46/2018 625–627 Old South Head Road, Rose Bay	Demolition of existing dwellings, construction of new four storey residential flat building with one level of basement car parking	14%	116.5	349,500	Towards improvement and re-generation of parks and reserves in the Rose Bay / Dover Heights area and Waverley's Affordable Housing Program
DA-206/2015 67A Roscoe Street, Bondi Beach	Construction of a four storey residential flat building with 10 units, basement car park and strata subdivision	66%	265	431,000	Towards the upgrade of the park/plaza on the corner of O'Brien Street and Glenayr Avenue, or any other works for improvement and regeneration in the vicinity and Waverley's Affordable Housing Program
DA-586/2015 2 Warners Avenue, North Bondi	Demolition of the existing dwelling and structures. Construction of three storey residential building comprising 5 x 2 bedroom units. Aluminium cladding charcoal, timber cladding, board marked concrete walls, blade render, masonry brick. Basement carparking for five vehicles. Associated landscaping.	28%	83	441,867	To be applied towards the upgrade of Baracluff Park and playground and Waverley's Affordable Housing Program.

# CONTRACTS AWARDED BY COUNCIL

In 2018–19, Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Purpose	Supplier	\$ Value( incl. GST)
Bondi Junction Cycleway Construction Services	Ford Civil Contracting Pty Ltd	26,046,151*
North Bondi Civil Infrastructure Asset Renewal	Hibernian Contracting Pty Ltd	5,351,906
Bronte Village Centre Upgrade	Quality Management and Construction Pty Ltd	2,774,871
Truck Washing Services	URM Environmental Services Pty Ltd	1,800,000
Road Infrastructure Renewal Works	State Civil Pty Ltd	1,504,531
Road Resheeting Program	Downer EDI Works Pty Ltd	1,362,790
Campbell Parade Streetscape Design Services	Aspect Studios	1,324,627
LED Lighting Upgrade Council Buildings	Lowa Projects Pty Ltd	957,766
Insurance Broking Claims Management and Risk Management Service	Jardine Lloyd Thompson	852,629
Marks Park Landscape and Playground Upgrade	GJs Landscapes Pty Ltd	727,936
Supply Fitting Maintenance and Recycling of Tyres-Tubes - Trucks	Tyres4U	650,000
Road Infrastructure Renewal Works	Civeco Pty Ltd	646,162
Bondi Park Additional Amenities Design and Documentation	CHROFI	586,020
Coastal walk Fitness Station and Furniture Upgrade	Design Landscapes Pty Ltd	509,202
Road Infrastructure Renewal Works - Kerb and Gutter	Kelbon Concrete	508,218
Additional Projects within Road Resheeting Program	Downer EDI Works Pty Ltd	453,189
Waverley Park Landscape Lighting	Court Craft (Aust) Pty Ltd	424,414
Electrical Switchboard Upgrade Works	Kerfoot Pty Ltd	404,631
Boot Factory Upgrade Options Analysis	Archer Office Pty Ltd	379,390
Fire Services Tender	Hirotec Maintenance Pty Ltd	361,082
North Bondi Civil Infrastructure Renewal	Cardno (NSW/ACT) Pty Ltd	331,738
Licence agreement for Stratum Airspace for entrance foyer at Eastgate CarPark	Kmart Australia Ltd	308,635
Utility Restorations-Concrete Footpath Zone 1 2018-2019	KK Consultants Pty Ltd	298,760
A4 Storm Regenerative Air Sweeper	Garwood International Pty. Ltd.	293,920
Supply and Delivery of Tipper Trucks (Maintenance & Construction)	Hino Motor Sales Australia Pty Ltd	291,479
Concrete Roads 2018-19	Civeco Pty Ltd	278,093
Contract Oxford Street Trees & Pubic Domain Construction Works	Civeco Pty Ltd	252,118
Supply Installation and Construction of four Bus Shelters	Tom Stoddart Pty T/A Stoddart	225,670
Waverley Cemetery Building Repairs	Hibernian Contracting Pty Ltd	218,297
Utility Restorations Concrete Zone 2 -201819	Civeco Pty Ltd	212,300
Open Space and Recreation Strategy - Consultancy Services	Arup Pty Ltd	199,980
Tipper Trucks (Parks)	Hino Motor Sales Australia Pty Ltd	186,851

Notes \* The Bondi Junction Cycleway contract is a seven phased project with a Council commitment of \$2,853,613(including GST). The balance amount of \$23,192,538(including GST) is subject to state funding.

# REPORT ON SPECIAL RATE VARIATION

Under section 508A (1) of the Local Government Act 1993(the Act), Council increased its general income for the period 2011–12 to 2013–14 through a special rate variation (SRV) by 46.20%.

The income received from the Special Rate Variation (SRV) was used to fund a range of services and projects. Key services and projects funded in 2018–19 include:

Services/Projects	\$ Value( incl. GST)
22 Services including 148 subservices	133,537,000
Renewal of footpath assets	1,768,125
Bondi Park Plan of Management works - Major Capital works with Promenade restoration work, showers and lighting. Replacement of bins and accessibility features	1,285,100
Bondi Pavilion Upgrade (Fire upgrade, conservation and upgrade)	974,420
Council buildings meet greenhouse reduction targets – (LED lighting upgrades of Library, Margaret Whitlam, Mill Hill Centre, Customer Service Centre and Alexandria Integrated Facility)	901,527
Local Village Improvements - Design of major village improvements, initial phases of construction in Blake Street and Bronte Village	732,499
Bronte Park Plan of Management works (picnic shelters, revegetation, pool facility upgrade)	438,080
Flora and Fauna enhancement	393,000
Playground Upgrades - Design and/or construction at Gibson and Brown Street Reserve, Marks Park, Coastal Walk Fitness Upgrade, Barracluff Park and Playground, Marlborough Playground/Park, Clarke Reserve Improvements)	236,016
Boot Factory Remediation	177,164
Waverley Park Plan of Management works- upgrades to lighting and netball facilities, planting and turfing	174,481
Water efficiency improvements	110,000
Hugh Bamford and Williams Park Plan of management and design of new fencing	100,706
Residential streetlighting upgrade to LED	95,252
Water quality improvements	70,000
Tamarama Plan of Management works - Plantings and Revegetation at Tamarama)	59,810
Rodney Reserve Sportsfield Upgrade	39,022
Environmental Education	35,000



WAVERLEY  
COUNCIL

55 Spring St, Bondi Junction, NSW 2022  
PO Box 9 Bondi Junction NSW 1355

[info@waverley.nsw.gov.au](mailto:info@waverley.nsw.gov.au)  
[www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au)

Telephone enquiries  
General business **9083 8000**  
General fax **9387 1820**  
TTY/voice calls for hearing/speech impaired **133 677**  
After hours emergencies **9083 8000**