



Waverley Community Strategic Plan

2025–2035



WAVERLEY
COUNCIL

Contents

Acknowledgment and Reconciliation Vision	3
Our Community Vision	4
Our Local Government Area	5
Getting to Know Waverley	6
Message from our Mayor	8
Message from our General Manager	9
Waverley 2035	10
The Four Pillars of our Plan	12
Integrated Planning and Reporting Framework	13
Social Justice Principles	15
How to Read this Plan	16
Measuring our Progress	17
Quadruple Bottom Line	18
Waverley Council's Roles	19
Our Shared Future	20
Priorities for the future	20
Summary of value and community concerns	21

● Our Strategic Theme 1: People	25
Our context	26
Objectives: what will we focus on?	27
Strategies: how will we achieve our focus?	28
How will we measure our success and supporting strategies	33
● Our Strategic Theme 2: Place	34
Our context	35
Objectives: what will we focus on?	37
Strategies: how will we achieve our focus?	38
How will we measure our success and supporting strategies	44
● Our Strategic Theme 3: Performance	45
Our context	46
Objectives: what will we focus on?	47
Strategies: how will we achieve our focus?	48
How will we measure our success and supporting strategies	52
Appendices	53
1. Alignment with state and other plans	54
2. Our baseline and targets	57
3. Council services	61



Acknowledgement and our Reconciliation Vision

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

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

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

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

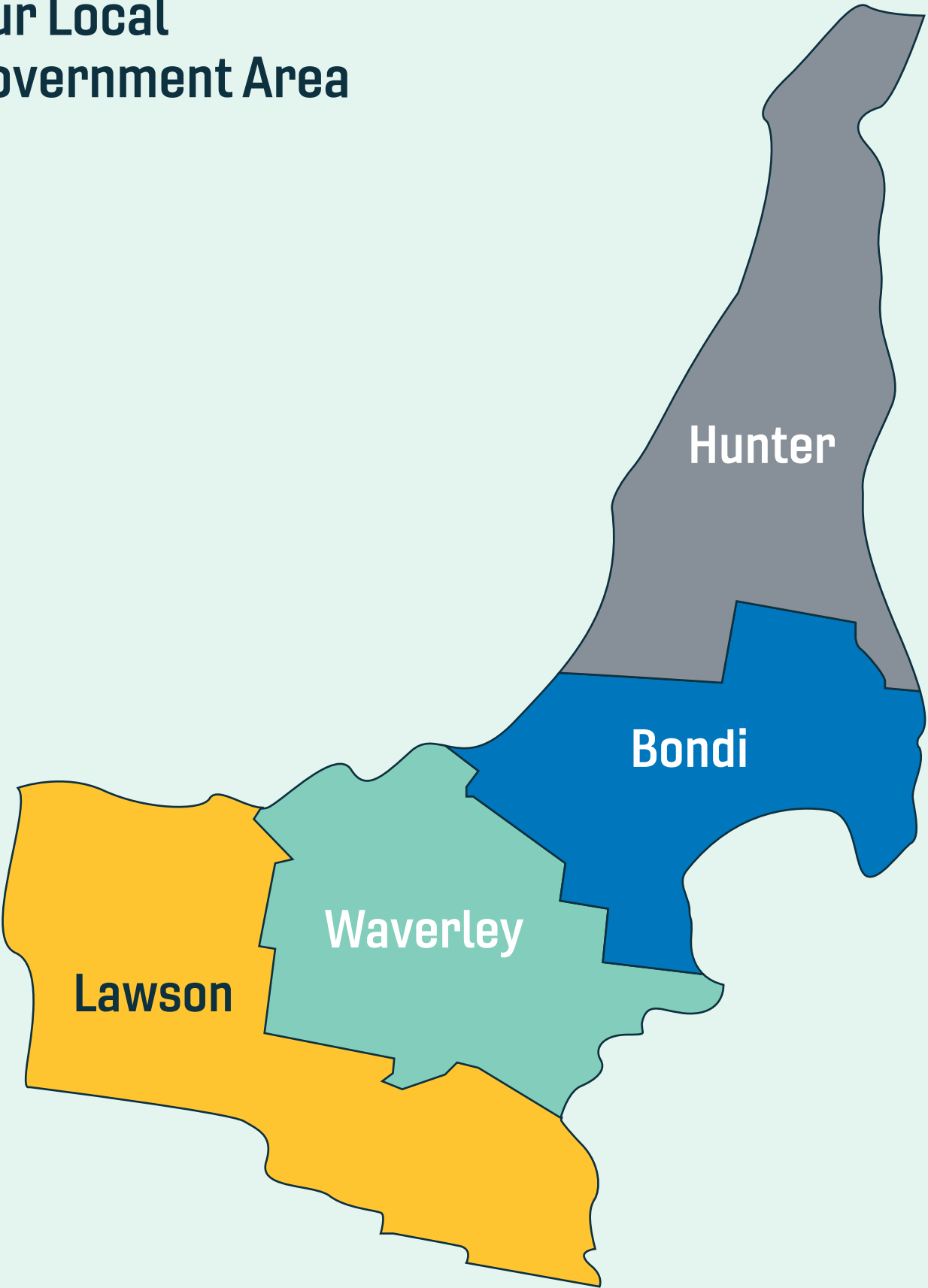
Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples' intrinsic relationship with the land and waters.

Our Community Vision

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



Our Local Government Area



Getting to Know Waverley



Our Local Government Area¹

9.2km²



SUBURBS

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

ATTRACTIONS

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



31,775²
Dwellings



38,369³
Registered businesses

Population

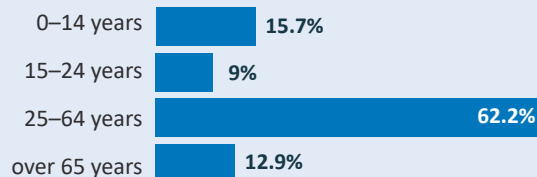
68,605⁴ → **80,100⁵**
Total population BY 2031
Projected population



7,420⁶ persons per sq km
Population density

35.5⁷
YEARS
Median age

Resident Ages



279⁹
Aboriginal and Torres Strait Islander People



28,307¹⁰
Overseas born residents



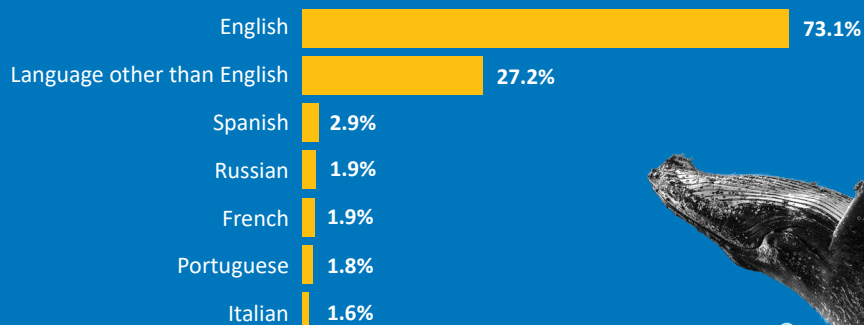
11,009¹¹
Jewish community
16% of our total population



Getting to Know Waverley

Languages we speak at home¹²

Resident Languages Spoken



Education

17¹⁴

SCHOOLS

Including primary and secondary schools



73%¹⁵

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



44.5%¹⁶

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



20%¹⁷

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

Housing

2.3¹⁸
PEOPLE

Average household size



49%¹⁹

Renting households

\$670²⁰

Median weekly rent

29.9%²¹

Single person households

Economy



\$5.07 BILLION²²

Gross regional product



OVER
29,459²³

Jobs in Waverley



OVER
\$2,854²⁴ per week

Median total income

HIGH EMPLOYMENT SECTORS

Retail trade

Healthcare and Social Assistance

Scientific and Technical Services

Services and Education and Training

Accommodation and Food

Professional

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

A Message from our Mayor

This Community Strategic Plan is our roadmap for delivering the services and facilities that best support and enrich life in Waverley.

It is a shared vision – shaped by our community and guided by your priorities – that will steer Council’s actions over the next decade.



In preparation of this plan, Waverley Council hosted a series of community engagement sessions, in which we heard from residents on issues such as housing, infrastructure and sustainability. I want to thank our community for their participation – we have heard you, and your voice is reflected throughout this Plan.

Central to this Plan are four guiding pillars: innovation, resilience, sustainability, and partnerships. These themes underpin our goals and strategies, ensuring a cohesive, forward planning and future-focused approach to everything we do.

We have identified eight key community priorities – from renewing public infrastructure and improving traffic management, to boosting affordable housing, enhancing pedestrian safety, and supporting our local economy.

The Plan also sets out a range of measurable outcomes, and I am proud to say we are already making significant progress. Highlights include the development of the Bondi Junction Master Plan to reimagine and reinvigorate our commercial precinct, the purchase of additional affordable housing, renewing and upgrading our streetscapes and Council facilities and the implementation of our Strategy to Combat Antisemitism.

I look forward to working alongside our community and my fellow Councillors to bring this Plan and our vision for a stronger Waverley to life.

Will Nemesh,
Mayor of Waverley

A Message from our General Manager

I am pleased to present to you the Community Strategic Plan – one of the most important documents produced by Waverley Council – the foundation of our community planning framework.



It will be invaluable in guiding how we deploy resources, manage our finances, determine priorities, and guide our employees. It will frame our decisions around capital works, our investment in environmental improvements and our focus on community spaces. There is a lot to achieve, and we are ready to deliver.

The Community Strategic Plan is based on extensive community consultation, focusing on the things that matter most to residents. This is vital because the Waverley community needs to have confidence that Council is listening and understands their needs.

By sharing this plan, and regularly reporting on progress against it, we can work together to deliver infrastructure and services that support and enhance our way of life. Thank you to everyone who contributed to this plan, and I look forward to delivering it in the years ahead.

Emily Scott,
General Manager of Waverley Council

Waverley 2035

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

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

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



Our Three Themes

THEME

1

People

Our People theme focuses on a cohesive and connected Waverley community

THEME

2

Place

Our Place theme focuses on the natural and built environment

THEME

3

Performance

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

Theme 1: People

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

Waverley aims to build a strong, socially connected and resilient community that can flourish no matter the challenges. We will work in partnership with others to support quality of life and wellbeing, creating opportunities for people to come together, be safe and belong.

We value our diversity, fostering meaningful connections with Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility for all.

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

We will continue to provide a wealth of arts and culture programs and events for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, and innovation.

Theme 2: Place

Our Place theme focuses on the natural and built environment.

We facilitate architectural design excellence in building infrastructure, functional public spaces and walkable streets in Waverley.

With the highest population density in Australia, community-led, place-based planning and design is critical. Council aspires to be a frontrunner and advocate for balanced development in Waverley.

Our community has strong environmental values and healthy, active lifestyles, and we are committed to reflecting this in Council strategies. Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on

foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

To ensure we meet community expectations, we are focusing on improving roads, footpaths, parks and playgrounds and being better prepared for climate changes and potential flooding. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserve energy and water resources. We recognise that any waste sent to landfill has long-term environmental impacts. We aim to progress Waverley to be a zero waste community.

Theme 3: Performance

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

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

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



The Four Pillars of our Plan

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



Innovation

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



Resilience

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



Sustainability

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



Partnerships

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

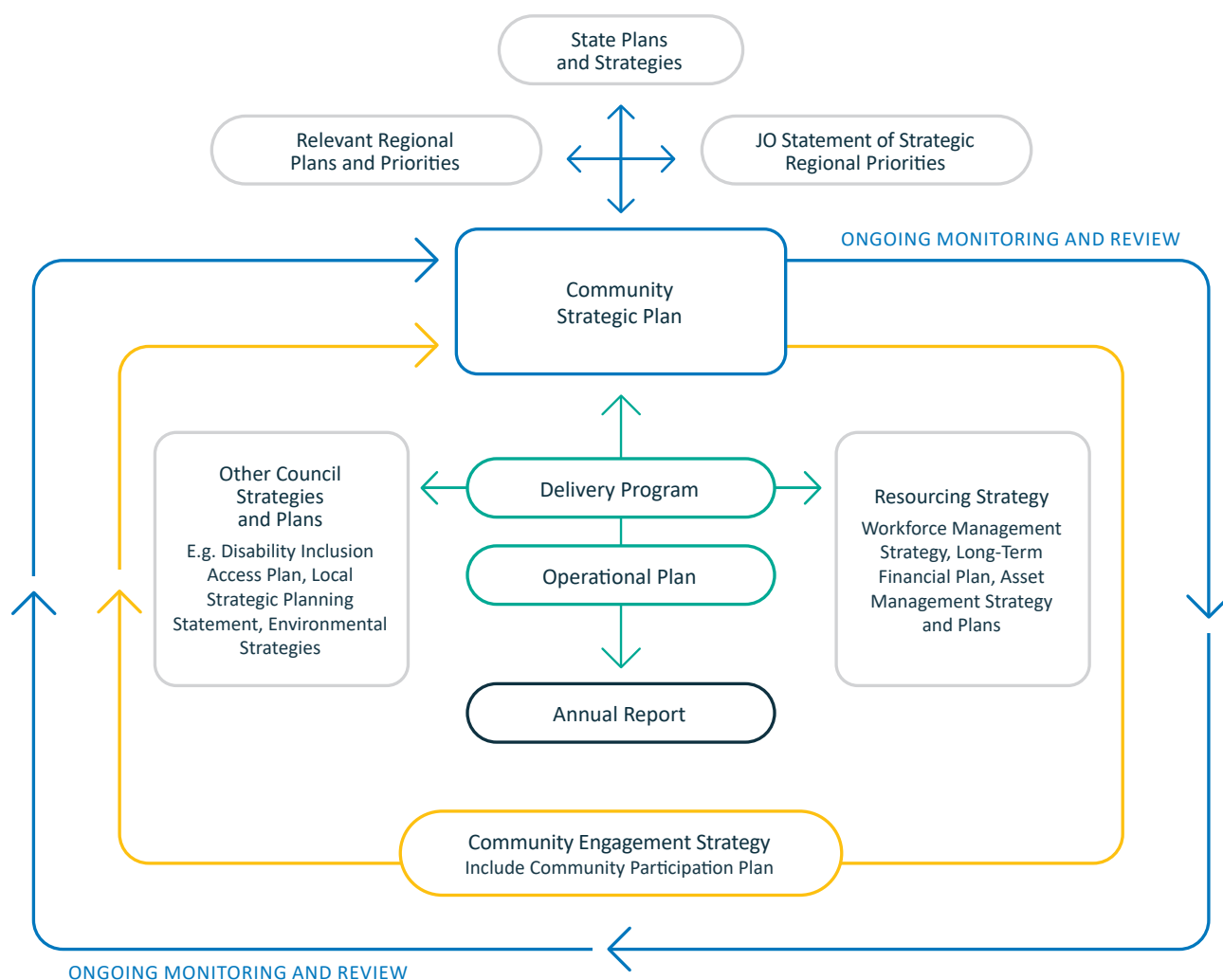
Integrated Planning and Reporting Framework

Community Strategic Plan

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

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

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



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

Resourcing and delivering the plan

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

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

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

Other plans

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

Monitoring the plan

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

Social Justice Principles

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



1

Equity

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

2

Access

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

3

Rights

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

4

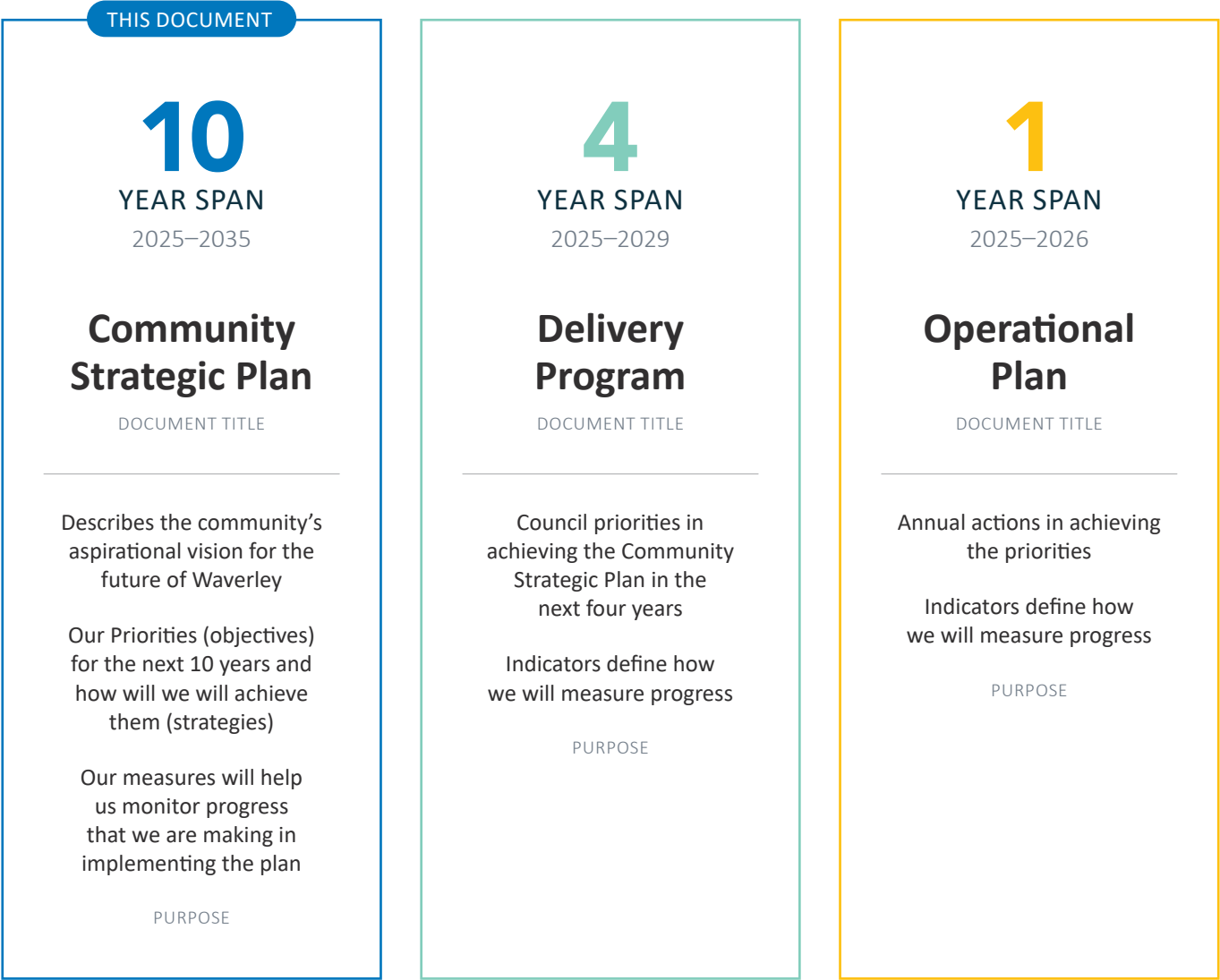
Participation

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

**Social
Justice
Principles**

How to Read this Plan

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



Measuring our Progress

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



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

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

Quadruple Bottom Line

It is a requirement that each Community Strategic Plan adequately consider social, environmental, economic and civic leadership considerations.

The three themes in the Community Strategic Plan addresses the quadruple bottom line in the following way:

CSP THEME	QBL LINK
People	Social, Economic, Environmental
Place	People, Economic, Environment
Performance	People, Economic, Environment, Civic Leadership



Waverley Council's Roles

Council will play a number of roles in progressing our vision, goals and strategies.

In some cases, Council will be a provider, leader, funder, advocate, regulator, partner or monitor progress. Other community stakeholders such as state agencies, businesses, community groups and residents have a responsibility to deliver and contribute to the delivery of the plan.

ROLE	RESPONSIBILITIES
Provider	Delivering services
Funder	Funding other organisations to deliver services
Regulator	Regulating some activities through legislation
Partner	Forming partnerships and strategic alliances with other parties in the interests of the community
Facilitator	Assisting others to be involved in activities by bringing groups and interested parties together
Advocate	Promoting the interests of the community to other decision makers and influencers



Our Shared Future

Between November 2024 and March 2025, we engaged our community to understand our community's priorities for the future of the LGA. More than 380 people participated.

We engaged our community through Waverley community panel, community workshops, Community safety walk-shops with women and young people, community safety survey, online budgeting tool, and online Have your Say feedback opportunities on issues papers.

Our Community Strategic Plan addresses four questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

Priorities for the future

In the last two years, Council consulted the community to develop a series of strategic documents.

The following themes are issues our community would like us to address as a priority. Issues papers were prepared on these areas and the community was engaged.

- Affordable housing
- Managing impacts of development
- Transport, pedestrians and parking
- Supporting community wellbeing and strengthening social cohesion, diversity, and inclusion
- Availability and accessibility of infrastructure and public spaces
- Local Economy, tourism, night time economy and local business
- Maintenance of public infrastructure and local centre upgrades
- Environment, climate change, trees, green spaces and biodiversity.

Below is a summary of what we heard - value and community concerns.

We value Waverley as a green and sustainable place

- People value Waverley's natural environment.
- Issues workshop participants in particular were concerned about the impact of development and the strain of tourism on the natural environment and ecosystems.
- Community panel participants had a strong desire for more street trees for shade, cooling and beautification.
- Precinct Committee participants want conservation areas, like the Mill Hill conservation area protected for the future.
- Maintenance of green spaces, including street verges and street trees is important to create safe and welcoming environments.
- People want to see more sustainability measures in Council buildings and more public electric vehicle chargers.
- Precinct Committee participants were interested in improved waste options

We are concerned about safety of our roads and footpaths

- Community panel and Precinct Committee participants expressed concern about quality of roads and congestion, particularly during peak hours and special events.
- Precinct Committee participants want to see a parking review that considers timed parking on residential streets, free parking around Bondi Junction station and in shopping centres, diagonal parking spaces to maximise space on residential streets.
- The condition, accessibility, and maintenance of footpaths is a priority for future investment.
- Pedestrian Safety issues were raised as important to be addressed, including cyclists riding on footpaths, E-bikes causing trip hazards, the location of some bus stops causing congestion on footpaths and unclear pedestrian/bike lanes in Bondi Junction.



We want more active and public transport options in the future

When asked to identify their five priorities for transport in Waverley, Issues workshop participants ranked the following:

1. Improved public transport services
2. More active transport options
3. Promote alternatives to driving
4. Restrict the use of cars in certain areas
5. Investigate rail connections.

Precinct Committee participants want to see greater frequency of public transport.

We are satisfied with our open space and recreation

- It was felt that as Waverley becomes more dense, open space infrastructure is critical for mental health and community wellbeing – particularly for future generations.
- Participants were generally satisfied with the availability and condition of open space and recreation infrastructure, including parks, sports facilities and sea walls.
- Precinct Committee participants feel that there should be a focus on inclusive access for everyone, where interest groups do not dominate recreation and open spaces.
- Community Panel participants agreed that sea walls will need to be upgraded so they are prepared for future sea level rise.
- Precinct Committee participants would like to see a focus on improvement to the small parks across the area rather than the large ones.
- Some ideas include:
 - More free barbecues in parks
 - Dog poo bags available in more locations
 - Walls to hit tennis balls against
 - Areas for young people (particularly teenagers and pre-teens) to safely hang out
 - Shaded seating and bus shelters
 - Bike parking
 - Better (sustainable) lighting in the early mornings to enable recreation.

We feel safer in Waverley during the day than at night

- A majority of community safety survey participants feel safe using public spaces during the day (75%), however this drops to only 39% after dark.
- People feel safest in populated locations during the day, including:
 - Beaches and coastal areas (83%)
 - High streets (77%) and residential streets (77%).
- After dark, community safety survey participants feel the least safe in parks (40%) and laneways (36%).
- In public spaces, women are significantly more likely to feel unsafe (56%) compared to men (15%) after dark.
- The top factors that influence safety amongst community safety survey participants include having people around (39%), safe pedestrian crossings (35%), and well maintained and clean spaces (34%).
- After dark, the top factors for increasing feelings of safety were having well-lit areas (78%) followed by police and security personnel presence (28%).
- Ideas to make public spaces across the Waverley Local Government Area, and the Bondi Junction precinct feel safer include more lighting (solar), public art, activations around Bondi Junction including stimulating the night-time economy with dining precincts.
- Precinct Committee participants suggested that Council improve access to Bondi Junction, via a direct entrance from Oxford Street Mall and open up the tunnel between the station concourse and Westfield to improve pedestrian safety, as currently pedestrians are competing with buses in their movement to and from the station.

Our community facilities and services are key to community wellbeing

- Community panel participants commented that the Boot Factory, Bondi Pavilion, Waverley Library and the early education centres are all excellent facilities, and encouraged more welcoming and world class facilities.
- Precinct Committee participants suggested using these facilities to support multicultural festivals and events and host disability support programs or friendship groups.
- Community panel participants would like council to prioritise amenities buildings, community centres, halls, and affordable housing for renewal funding.
- Precinct Committee participants would like to ensure that asbestos in council facilities is addressed.
- Participants at the community workshop stated a desire for Council to acquire more affordable housing stock across the LGA, do more to activate Council land. And mandate affordable housing in new developments They particularly want to see housing for older women and women and children fleeing domestic violence.
- Community services such as libraries, housing and homelessness services, and transport were recognised as very important to the area.
- Some services delivered by council, particularly community development, housing and homelessness, and transport and infrastructure, were seen as falling short of community expectations.
- Participants would like to see Council continuing to invest in services that promote community wellbeing.
- Community panel participants spoke about the local beaches being iconic but the bathroom facilities could be improved.

We are concerned about the impact of development on local character

- Community panel participants expressed concern about the impact of population growth and increasing density on Council's ability to keep up with demand and deliver quality services.
- Participants at the issues workshop highlighted the value of Waverley's character, including its heritage buildings and precincts. There is strong community interest in protecting these by restricting the height of new developments, particularly at Bondi Beach.
- Participants felt that the increase in luxury units in Waverley is leading to gentrification.
- Precinct Committee participants felt that Council should keep advocating to state government to protect the community from over- development. They also saw value in Council collaborating with other neighbouring Council areas around this.
- People made suggestions for Council to invest in beautification projects, such as installing fairy lights, landscaping, and maintaining the cleanliness of public spaces, to further enhance Waverley's character.
- Precinct Committee participants want council to consider the mental health and liveability impacts of all council decisions, including traffic management, noise pollution and social interactions between neighbours in high-rise buildings.

Waverley should be an accessible and inclusive place

- People raised the importance of ensuring that the Waverley area is an accessible and inclusive place for everyone.
- Making Waverley more accessible was a common theme. Suggestions included improving the supply of beach wheelchairs, improving accessible access to shops and more step free access to coastal areas and parks.
- There was concern that people who are socially isolated or experiencing loneliness are not engaged by Council.
- Precinct Committee participants suggested further investment in programs to welcome and support LGBTIQ+ community members in the area.

Lack of affordable housing is a key issue for Waverley

- People want Council to provide more affordable housing. Suggestions included for council to work more closely with developers to ensure affordable or social housing units are included in developments, activate Council land
- A popular idea among issues workshop participants was to create an Eastern Suburbs affordable housing scheme, by partnering with Randwick and Woollahra Councils. They felt that one LGA is too small to effectively provide and manage affordable housing, and that the Eastern Suburbs generally share a social and economic catchment so a partnership would make sense.
- Precinct Committee participants and those at the issues workshop want council to advocate to state and federal government to support affordable housing in the area. They also suggested council develop an education campaign about affordable housing, and how it often helps hospitality workers, nurses and other essential workers.
- Participants at the community workshop stated a desire for Council to acquire more affordable housing stock across the LGA, do more to activate Council land. And mandate affordable housing in new developments They particularly want to see

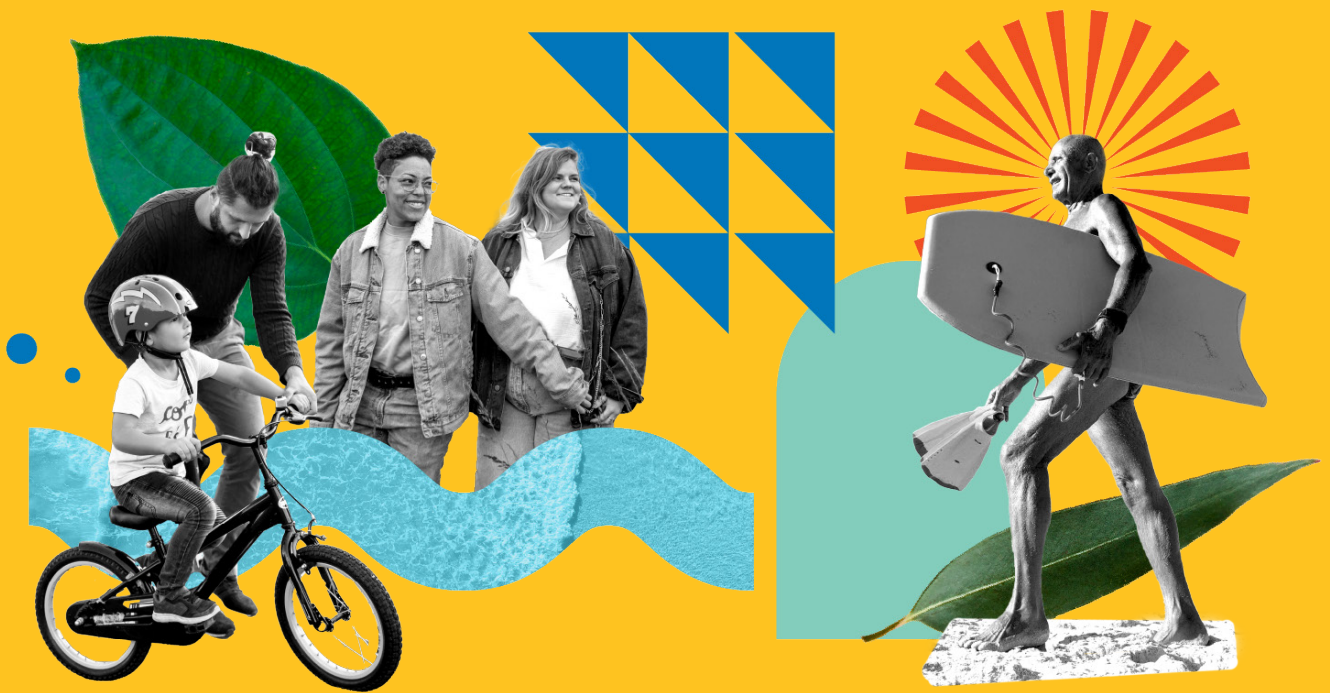
housing for older women and women and children fleeing domestic violence.

- Issues workshop participants want council to advocate to state and federal government to support affordable housing in the area. They also suggested council develop an education campaign about affordable housing, and how it often helps hospitality workers, nurses and other essential workers.
- Precinct Committee participants want to see a review of short-term rental accommodation across the Waverley area, particularly around Bondi Beach. Some suggestions included limiting the number of Airbnbs and increasing rates for this type of accommodation.

We need to be supporting our local businesses

- Community workshop participants want council to reduce barriers that affect small businesses. They also suggested better promotion of events, activations and local businesses.
- There was a desire for more night time activations, including dining precincts.
- Precinct Committee participants want council buildings activated. Suggestions include the old council building used as a hireable venue, the building next to the Boot Factory as a venue for functions
- Participants would like fibre-optic internet, free Wi-Fi for remote workers, live traffic updates and digital promotion boards to support business and workers in the area.





Theme 1: People

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

Waverley aims to build a strong, socially connected and resilient community that can flourish no matter the challenges. We will work in partnership with others to support quality of life and wellbeing, creating opportunities for people to come together, be safe and belong.

We value our diversity, fostering meaningful connections with Aboriginal and Torres Strait Islander people and culture and strengthening our approaches to inclusion and accessibility for all.

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

We will continue to provide a wealth of arts and culture programs and events for our community and visitors, conscious that our local area holds a unique place in the public imagination – an iconic part of Australian culture. We continue to recognise the importance of culture and the arts to social cohesion, lifelong learning, and innovation.

People: Our Context

The resident population of Waverley in 2021 was 68,605, including 274 Aboriginal and Torres Strait Islander people. More than 40% of our population was born overseas. There are 7,420 people per sq km, making Waverley the second most densely populated LGA in Australia, with an average of 2.27 people per dwelling.

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

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

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

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

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

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

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

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

People: Our Objectives

What will we focus on?

1.1



Diverse and inclusive community

Foster a diverse and inclusive community

1.2



Quality of life and community wellbeing

Support quality of life and community wellbeing across the life span

1.3



Arts, culture and creative expression

Promote and encourage arts, culture and creative expression and participation

1.4



Destination for world-class arts and culture

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

1.5



Protect and grow affordable housing stock

Protect and grow the stock of affordable housing

1.6



Safe and resilient community

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

People: Strategies

How will we achieve our focus?



1.1

Foster a diverse and inclusive community

OUR STRATEGIES

1.1.1. Facilitate equitable opportunities to strengthen participation and encourage representation of our diverse community



OUR PARTNERS

Reconciliation Australia, The Gujaga Foundation, La Perouse Local Aboriginal Land Council, NSW Environment and Heritage, Centennial Parklands, First Nations Advisory Committee, Disability Council NSW, Employment Agencies, Local Employers, NSW Department of Communities and Justice, Council for Intellectual Disability, Peak and Advocacy Groups, Access and Inclusion Advisory Panel, Multicultural NSW, Welcoming Cities, NSW Premiers Department, Multicultural Advisory Committee, Waverley Action for Youth Services, Local Community Organisations, Schools

Community Programs

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



1.2

Support quality of life and community wellbeing across the life span

OUR STRATEGIES

1.2.1. Deliver high quality programs and services which support community wellbeing



OUR PARTNERS

NSW Department of Education, Federal Department of Education, Department of Health and Aged Care, Services Australia, The Australian Children's Education and Care Quality Authority, Early Childhood Australia, Community Early Learning Australia, Technical and Further Education, Local Government NSW, Department of Health & Aged Care, Local Community Housing Providers, Evolve Housing, CHIA, Eastern Suburbs Homelessness Assertive-outreach Collaboration, NSW Department of Communities and Justice, Other Councils, New South Wales Police, Local Community Organisations and Services, Family Day Care Australia, Office of the Childrens Guardian

Community Programs

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



1.3

Promote and encourage arts, culture and creative expression and participation

OUR STRATEGIES

1.3.1. Deliver programs and services that foster connection and invite creative expression and participation



OUR PARTNERS

Arts, Culture and Creativity Advisory Committee, Waverley Local Creatives network, Arts sector peak bodies, Accessible Arts, Australian Theatre for Young People, Shopfront Theatre, NIDA, Waverley Woollahra Art School, Local schools, Department of Premier and Cabinet, Create NSW, Sydney Festival, Red Room Poetry, Sydney Fringe Festival, Sydney Comedy Festival, The Gujaga Foundation, La Perouse Local Aboriginal Land Council, Arts on Tour, PAC Australia, Australian Maritime Museum, National Film and Sound Archive, Local providers, Theatre Network Australia, CreativeplusBusiness, Bondi and Districts Chamber of Commerce, Other councils, Destination NSW, SBW Foundation, Shalom Collective, Gertrude and Alice Booksellers

Arts, Culture and Events
DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

1.3.2. Provide a network of affordable, fit for purpose, accessible arts and culture facilities that support cultural and creative participation, production and presentation



Local businesses, community, art and cultural organisations

Community Library and Recreation Venues
DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

1.3.3. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction



State Library of New South Wales, New South Wales Public Libraries Association, ALIA, Community groups, external facilitators

Community Library and Recreation Venues
DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE



1.4

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

OUR STRATEGIES

1.4.1. Develop partnerships to facilitate growth for our cultural and creative sector



OUR PARTNERS

Arts, Culture and Creativity Advisory Committee, Waverley Local Creatives network, Arts sector peak bodies, Accessible Arts, Australian Theatre for Young People, Shopfront Theatre, National Institute of Dramatic Art, Waverley Woollahra Art School, Other councils, Destination NSW, Department of Premier and Cabinet, Create NSW, Gertrude and Alice Booksellers

Arts, Culture and Events

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL’S ROLE



1.5

Protect and grow the stock of affordable housing

OUR STRATEGIES

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



1.5.2. Grow the provision of social and affordable housing



1.5.3. Advocate for increased diversity of housing stock that is affordable and accessible



OUR PARTNERS

Community Housing Providers, Eastern Suburbs Homelessness Assertive Outreach Collaboration

Community Housing Providers, Eastern Suburbs Homelessness Assertive outreach Collaboration, Department of Planning, Housing and Infrastructure, development industry

Department of Planning, Housing and Infrastructure

Community Programs

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

Property and Facilities, Urban Planning, Community Programs

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

Urban Planning, Development Assessment

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



1.6

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

OUR STRATEGIES

1.6.1. Deliver programs and services to foster social cohesion, reduce isolation, increase community connections and improve wellbeing



OUR PARTNERS

Council Grant Recipients, Local Service Networks, Centre for Volunteering, Men's Shed, Community Members, Waverley Volunteer Network, Community Gardeners, Other Councils, Schools, Palliative Care, George Institute, South Eastern Sydney Area Health Service, NSW Office of Children's Guardian, Department of Communities and Justice, FAMS, NSW Department of Education, Sydney Jewish Museum

Community Programs, Environmental Sustainability

DEPARTMENT RESPONSIBLE

Facilitator/Implementer/Partner

COUNCIL'S ROLE

1.6.2. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal management, safety and risk reduction



NSW Local Government Coastal Safety Group, Peer Councils, Sydney Coastal Councils Group, Resilient Sydney, Environmental Protection Authority, Sydney Water, Surf Life Saving Clubs

Open Spaces and Recreation Operations, Environmental Sustainability

DEPARTMENT RESPONSIBLE

Facilitator/Implementer/Partner

COUNCIL'S ROLE

1.6.3. Partner with key stakeholders to create awareness, prevent, and respond to health and safety issues



NSW Police, NSW Health, community groups, local residents,

Compliance

DEPARTMENT RESPONSIBLE

Facilitator/Implementer/Partner

COUNCIL'S ROLE

How will we Measure our Success?

Living in Waverley makes you feel connected

Community satisfaction with arts, culture, recreational and entertainment events

Community satisfaction with community services, programs and facilities

Community satisfaction with library services

Community perception of safety

Increase in new affordable or social housing units added to the program



Supporting Strategies

- Cultural Diversity Strategy 2021–2032
- 2022–2026 Disability Inclusion Action Plan
- Reconciliation Action Plan
- Strategy to Combat Antisemitism
- Waverley Arts and Culture Plan
- Waverley Local Housing Strategy 2020–2036



Theme 2: Place

Place theme focuses
on the natural and
built environment.

We facilitate architectural design excellence in building infrastructure, functional public spaces and walkable streets in Waverley. With the highest population density in Australia, community-led, place-based planning and design is critical. Council aspires to be a frontrunner and advocate for balanced development in Waverley.

Our community has strong environmental values and healthy, active lifestyles, and we are committed to reflecting this in Council strategies. Improving all modes of transport makes Waverley more accessible, safe, connected and sustainable. We are committed to enabling people to get around more easily on foot, by bicycle and public transport to reduce traffic congestion and parking pressures.

To ensure we meet community expectations, we are focusing on improving roads, footpaths, parks and playgrounds and being better prepared for climate changes and potential flooding. We aspire to be at the forefront of sustainability to create resilient communities, sustainable buildings, healthy coasts and bushland, and conserve energy and water resources. We recognise that any waste sent to landfill has long-term environmental impacts. We aim to progress Waverley to be a zero waste community.

Place: Our Context

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

With a high density of population of 7,420 persons per sq km in 9.2 km², there is a need to continue to provide more housing to accommodate future population growth in Sydney more broadly.

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

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

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

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

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

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

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

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

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

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

Place: Our Objectives

What will we focus on?

2.1



Climate resilience and reduce greenhouse gas emissions

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

2.2



Biodiversity

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

2.3



Manage development

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

2.4



Traffic, transport and parking

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

2.5



Safe and accessible open spaces

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

2.6



Accessible and sustainable assets

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

2.7



Sustainable waste and organics collection

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

2.8



Clean and litter-free public spaces

Keep public spaces, clean and litter-free

Place: Strategies

How will we achieve our focus?



2.1

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

OUR STRATEGIES

2.1.1. Continue to reduce GHG emissions to achieve net zero emissions for Council by 2030



OUR PARTNERS

Ausgrid, NSW and Commonwealth Governments, Southern Sydney Regional Organisation of Councils

Environmental Sustainability, Waste, Cleansing and Fleet

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

2.1.2. Support GHG reductions to achieve net zero emissions for the community by 2035



Ausgrid, NSW and Commonwealth Government grants, Southern Sydney Regional Organisation of Councils, Neighbouring Councils, Resilient Sydney, Strata Owners Corporations, businesses, Electricity retailers, AusGrid, Charge Point Operators (CPOs), Net Zero Alliance

Environmental Sustainability, Urban Planning

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

2.1.3. Ensure Waverley's assets and community are resilient to climate change impacts



Department of Climate Change, Energy, the Environment and Water, Resilient Sydney, NSW State Emergency Service

Environmental Sustainability, Infrastructure Services

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



2.2

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

OUR STRATEGIES

2.2.1. Protect and increase our biodiversity, parks, urban canopy cover and habitat areas



OUR PARTNERS

NSW Dept of Planning, Housing, Industry, NSW Department of Climate Change, Energy, the Environment and Water, Volunteers, Home owners, local schools

Environmental Sustainability, Infrastructure Services, Urban Planning, Open Spaces and Recreation Operations

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

2.2.2. Improve water efficiency and water quality



Sydney Water, Environment Protection Authority, Sydney Water

Environmental Sustainability, Infrastructure Services

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

2.2.3. Support the community to address environmental issues



Environmental Trust, local environment groups and volunteers, Southern Sydney Regional Organisation of Councils

Environmental Sustainability

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



2.3

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

OUR STRATEGIES

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



2.3.2. Ensure new development provides high standard of design quality and does not unreasonably impact the amenity of neighbours or the wider community



2.3.3. Ensure development is undertaken in accordance with required approvals



2.3.4. Create vibrant, liveable and accessible mixed-use centres



2.3.5. Celebrate, enhance and protect Waverley's heritage and character



OUR PARTNERS

Department of Planning, Housing and Infrastructure

Department of Planning, Housing and Infrastructure

Department of Planning, Housing and Infrastructure, community, developers

Department of Planning, Housing and Infrastructure, State and Federal Authorities, Transport for NSW, Transdev, National Association for the Visual Arts and other arts sector peak bodies, NSW Heritage, The Gujaga Foundation, Arts, Culture and Creativity Advisory Committee, Waverley Local Creatives network, Event supplier, Destination NSW

Department of Planning, Housing and Infrastructure, State and Federal Authorities

Mayor and GM Support, Urban Planning, Development Assessment, Customer Experience and Communications

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

Urban Planning, Development Assessment

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

Compliance

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

Infrastructure Services, Urban Planning, Arts, Culture and Events, Major Projects

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**
COUNCIL'S ROLE

Urban Planning, Property and Facilities, Major Projects

DEPARTMENT RESPONSIBLE

Implementer/Partner
COUNCIL'S ROLE



2.4

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

OUR STRATEGIES

2.4.1. Deliver an integrated transport solution that balances the needs of pedestrians, bike, public and private transport users



2.4.2. Manage congestion, improve safety, and deliver traffic calming opportunities to ensure a safe network for all users



2.4.3. Manage parking supply and demand to balance efficient and equitable outcomes



2.4.4. Optimise efficiency of parking sensors and parking metres to provide better transport and parking outcomes



OUR PARTNERS

Transport for NSW, Bus Operator, Department of Education

Transport for NSW, NSW Police

Technology providers, Internal Partners

Technology providers, Internal Partners

Infrastructure Services

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

Infrastructure Services

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

Infrastructure Services

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

Compliance

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



2.5

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

OUR STRATEGIES

2.5.1. Increase the capacity of existing active recreation spaces through embellishment and upgrade works



OUR PARTNERS

State and Federal government, Centennial Parkland and Moore Park Trusts

Infrastructure Services, Major Projects

DEPARTMENT RESPONSIBLE

Facilitator/Implementer/Partner

COUNCIL'S ROLE

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



State and Federal Government, Centennial Parkland and Moore Park Trusts, Precincts, Local Sports Groups, Surf Clubs, Local Schools

Community Library and Recreation Venues, Infrastructure Services, Major Projects

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE



2.6

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

OUR STRATEGIES

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



OUR PARTNERS

Office of the Local Government, Sydney Department of Planning, Housing and Infrastructure

Infrastructure Services, Property and Facilities, Open Spaces and Recreation Operations

DEPARTMENT RESPONSIBLE

Facilitator/Implementer/Partner

COUNCIL'S ROLE

2.6.2. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes



Surf Clubs, Local Sporting Groups, Community Organisations, Precincts, Local Schools

Property and Facilities

DEPARTMENT RESPONSIBLE

Facilitator/Implementer/Partner

COUNCIL'S ROLE



2.7

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

OUR STRATEGIES

2.7.1. Deliver a pathway to achieving zero waste to landfill and increasing circularity by providing access to waste management and avoidance services that are attractive and accessible to our community.



OUR PARTNERS

Environment Protection Authority, Southern Sydney Regional Organisation of Councils, End Food Waste Australia, Chamber of Commerce

Environmental Sustainability, Waste, Cleansing and Fleet

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

2.7.2. Foster improved problem waste management



Environment Protection Authority, End Food Waste Australia

Environmental Sustainability, Waste, Cleansing and Fleet

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



2.8

Keep public spaces, clean and litter-free

OUR STRATEGIES

2.8.1. Reduce litter and Illegal dumping across Waverley through education and enforcement



OUR PARTNERS

Contractors and Internal Partners

Waste, Cleansing and Fleet, Compliance, Open Space and Recreation Operations

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

How will we Measure our Success?

Reduction in greenhouse gas emissions in the LGA

Reduction in Council's greenhouse gas emissions

Proportion of renewable energy procured

Increase in the amount of remnant vegetation in good condition

Hectares of bushland restored

Increase in canopy and shrub cover

Potable water use from Council operations

Rating of Bondi, Bronte and Tamarama beaches by Beachwatch

Solar installations in Waverley LGA

Housing in Waverley meets needs of the community

Community satisfaction with Council's responsiveness to complaints about building activity

Community satisfaction with protection and conservation of heritage items and places

Community satisfaction with accessibility to parks, sporting and recreational facilities and open spaces

Community satisfaction with pedestrian, bicycle and road network

Average daily distance travelled by private car in Waverley

Reduction in total residential waste per capita

Community satisfaction with garbage collection (red bin) services for your property

Community satisfaction with recycling services for property

Community satisfaction with kerb, gutter and street cleaning

Community satisfaction with the quality of buildings and infrastructure

Asset, buildings and infrastructure ratios



Supporting Strategies

- Environmental Action Plan 2025–2035
- Zero Emissions and Efficiency Action Plan 2024-2029
- Biodiversity Action Plan – Remnant Sites 2021 – 2030
- Waverley Resilience Framework and Adaptation Plan
- Open Spaces and Recreation Strategy 2021–2031
- Our Liveable Places Centres Strategy 2020–2036
- Waverley's People Movement and Places
- Strategic Asset Management Plan 2025–2036



Theme 3: Performance

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

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

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

Performance: Our Context

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

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

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

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

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

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

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

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

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

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

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

Performance: Our Objectives

What will we focus on?

3.1



Community engagement opportunities

Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate

3.2



Excellent Customer Experience

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

3.3



Financial Sustainability and Resource Management

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

3.4



Governance, Capacity and Capability

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

3.5



Local Economy

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

Performance: Strategies

How will we achieve our focus?



3.1

Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate

OUR STRATEGIES

3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage



OUR PARTNERS

Community, Businesses, Precincts

Customer Experience and Communications, Mayor and GM Support

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

3.1.2. Ensure our engagement practices are accessible and inclusive



Community, Business, Precincts

Customer Experience and Communications

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



3.2

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

OUR STRATEGIES

3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas



OUR PARTNERS

Community, Businesses, Precincts

Customer Experience and Communications

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE



3.3

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

OUR STRATEGIES

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



3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability



3.3.3. Deliver and review services to increase value for money



OUR PARTNERS

Community, Businesses, Precincts

Community, Businesses,
Neighbouring Councils

Community, Internal Partners

**Mayor and GM Support/
Finance and Procurement/
People and Culture**

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

**Finance and Procurement,
Environmental Sustainability**

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE

People and Culture

DEPARTMENT RESPONSIBLE

Implementer/Partner

COUNCIL'S ROLE



3.4

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

OUR STRATEGIES	OUR PARTNERS	
3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct 	Community, Businesses, Precincts	Governance, Finance and Procurement DEPARTMENT RESPONSIBLE Facilitator/Implementer/Partner COUNCIL'S ROLE
3.4.2. Uphold a commitment to accountable and transparent decision making 	Community, Businesses, Neighbouring Councils	Governance, Customer Experience and Communications, Finance and Procurement DEPARTMENT RESPONSIBLE Implementer/Partner COUNCIL'S ROLE
3.4.3. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric 	Internal Partners	Information Management and Technology DEPARTMENT RESPONSIBLE Implementer/Partner COUNCIL'S ROLE



3.5

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

OUR STRATEGIES

3.5.1. Promote and maintain a diverse mix of businesses in Waverley



OUR PARTNERS

Community, Businesses, Precincts

Urban Planning

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

3.5.2. Strengthen Waverley's economy through night-time activation and create dining precinct and infrastructure



Community, Businesses, Neighbouring Councils

Urban Planning

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

3.5.3. Ensure the visitor economy is balancing against the needs of residents and environment



Community, Businesses, Neighbouring Councils

Urban Planning

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

3.5.4. Creativity and experiences fuel vitality in Waverley and support thriving economic activity



Community, Businesses, Neighbouring Councils

Urban Planning, Arts, Culture and Events

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

3.5.5. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant



Community, Businesses, Neighbouring Councils, Department of Planning, Housing and Infrastructure

Urban Planning

DEPARTMENT RESPONSIBLE

**Facilitator/
Implementer/Partner**

COUNCIL'S ROLE

How will we Measure our Success?

Community satisfaction with opportunities to participate in decision making

Overall community satisfaction with Council services

Maintenance or improvement in financial benchmarks

Community satisfaction with Council decision making

Delivery of community strategic plan and delivery program outcomes

Number of active registered business

Industry sectors

Income from visitor economy



Supporting Strategies

- Community Engagement Strategy 2021
- Fraud and Corruption Control Policy and Strategy 2021–2023
- Workforce Management Plan 2025–2029

Appendices

Appendix 1

Alignment with state and other plans

Theme 1: People	A METROPOLIS OF THREE CITIES	EASTERN CITY DISTRICT PLAN	STATE INFRASTRUCTURE STRATEGY	FUTURE TRANSPORT 2056	SYDNEY'S CYCLING FUTURE	DCJ DISABILITY INCLUSION ACTION PLAN	HEALTH EATING AND AGEING STRATEGY	NSW CLIMATE CHANGE ADAPTATION PLAN	CLOSING THE GAP
1.1. Foster a diverse and inclusive community	●	●				●			●
1.2. Support quality of life and community wellbeing across the life span						●	●		●
1.3. Promote and encourage arts, culture and creative expression and participation		●							
1.4. Build Waverley's reputation as a destination for world-class arts and culture, and a place where local artists come to thrive		●							
1.5. Protect and grow the stock of affordable housing		●	●	●					
1.6. Support a safe and resilient community that has the capacity to adapt to change		●	●	●		●			

Theme 2: Place	A METROPOLIS OF THREE CITIES	EASTERN CITY DISTRICT PLAN	STATE INFRASTRUCTURE STRATEGY	FUTURE TRANSPORT 2056	SYDNEY'S CYCLING FUTURE	DCJ DISABILITY INCLUSION ACTION PLAN	HEALTH EATING AND AGEING STRATEGY	NSW CLIMATE CHANGE ADAPTATION PLAN	CLOSING THE GAP
2.1. Waverley is an innovative leader in climate resilience, reducing emissions and managing climate risks	●	●						●	
2.2. Waverley is restoring and protecting and improving our natural environment, canopy cover, habitat areas and coast	●	●							
2.3. Manage impacts of development to protect the heritage, liveability and local character of the LGA		●	●	●	●				
2.4. Provide accessible and sustainable transport infrastructure and manage transport, traffic and parking in a balanced manner	●	●	●	●	●				
2.5. Ensure public spaces, parks, open spaces and facilities have equitable access, are safe day and night, meet community needs for recreation and are well maintained						●	●		
2.6. Build, maintain and renew well-designed, accessible and sustainable assets and infrastructure, to improve the liveability of neighbourhoods		●	●	●	●				
2.7. Deliver best practice waste and organics collection services and maximise diversion from landfill									●
2.8. Keep public spaces, clean and litter-free									

Theme 3: Performance	A METROPOLIS OF THREE CITIES	EASTERN CITY DISTRICT PLAN	STATE INFRASTRUCTURE STRATEGY	FUTURE TRANSPORT 2056	SYDNEY'S CYCLING FUTURE	DCJ DISABILITY INCLUSION ACTION PLAN	HEALTH EATING AND AGEING STRATEGY	NSW CLIMATE CHANGE ADAPTATION PLAN	CLOSING THE GAP
3.1. Create opportunities for the community to engage with council decision making, and ensure input is listened to and acted on where appropriate	●	●	●	●	●	●	●	●	●
3.2. Deliver the Waverley community excellent customer service, with services delivered efficiently, and with innovation	●	●	●	●	●	●	●	●	●
3.3. Ensure Council is financially sustainable, and manages resources, assets and contracts effectively	●	●	●	●	●	●	●	●	●
3.4. Govern Waverley Council well, and build culture, capability, capacity, systems and processes to deliver services to the community	●	●	●	●	●	●	●	●	●
3.5. An inclusive and diverse economy where we focus on local businesses, visitor economy, night-time activation and well maintained commercial centres	●	●	●						

Appendix 2

Our baseline and targets

● Theme 1: People

MEASURES	BASELINE	TARGET 2035
Living in Waverley makes you feel connected	65% (2024)	70%
Community satisfaction with arts, culture, recreational and entertainment events	91% (2024)	Maintain
Community satisfaction with community services, programs and facilities:		
• Facilities and services for older people	88% (2024)	Maintain
• Facilities and services for people with disabilities	87% (2024)	Maintain
• Early education and child care services	94% (2024)	Maintain 90%
Community satisfaction with library services	97% (2024)	Maintain 90%
Community perception of safety:		
• You feel safe during the day in Waverley's streets and public space	94% (2024)	Maintain 90%
• You feel safe during the night in Waverley's streets and public spaces	76% (2024)	80%
Increase in new affordable or social housing units added to the program	67 AH dwellings in private ownership, 24 affordable and 45 social dwellings in Council ownership (2024)	Increase by 5%

● Theme 2: Place

MEASURES	BASELINE	TARGET 2035
Reduction in greenhouse gas emissions in the LGA	419,870 (t CO ₂ -e) 2023-24	Residual emissions of 171,418 (t CO ₂ -e)
Reduction in Council's greenhouse gas emissions	1731 (t CO ₂ -e) (2023-24)	0 tonnes (t- CO ₂ -e)
Proportion of renewable energy procured	100% (2023-24)	100%
Increase in the amount of remnant vegetation in good condition	14% of remnant vegetation in good condition (2020)	25% of remnant vegetation in good condition
Amount of remnant vegetation in Waverley maintained	6 hectares (2025)	Greater than 6 hectares
Increase in canopy and shrub cover	499 trees planted (2024)	400 trees planted per annum
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl/yr
Rating of Bondi, Bronte and Tamarama beaches by Beachwatch	Good rating for all three beaches (2022)	Good rating for all three beaches
Solar installations in Waverley LGA	14,869 KW of installed capacity (2023-24)	48,618 KW of installed capacity
Housing in Waverley meets needs of the community	75% satisfaction rating (2024)	Increase against baseline rating
Community satisfaction with Council's responsiveness to complaints about building activity	75% satisfaction rating (2024)	Increase against baseline rating
Community satisfaction with protection and conservation of heritage items and places	86% (2024)	Maintain
Community satisfaction with accessibility to parks, sporting and recreational facilities and open spaces	70% (2024)	80%
Community satisfaction with pedestrian, bicycle and road network:		
• Community satisfaction in prioritising pedestrians first, then bicycles, public transport, service vehicles and shared mobility	78% (2024)	85%
• Provision of bike lanes	60% (2024)	70%
Average daily distance travelled by private car in Waverley (per capita)	11.5 (2024)	9.2
Reduction in total residential waste per capita	195.31kg/capita (2024)	170kg/capita
Waste diverted from landfill	58% (2020-21)	80% average recovery rate
Community satisfaction with garbage collection (red bin) services for your property	99% (2024)	Above 90% rating

● Theme 2: Place continued

MEASURES	BASELINE	TARGET 2035
Community satisfaction with recycling services for property	92% (2024)	Maintain
Community satisfaction with kerb, gutter and street cleaning	84% (2024)	Maintain
Community satisfaction with the quality of buildings and infrastructure:		
• Maintenance of the road network	79% (2024)	80%
• Maintenance of footpaths	78% (2024)	80%
• Cleansing of public toilets	78% (2024)	80%
Asset, buildings and infrastructure ratios		
Asset Maintenance Ratio	100.85% (2023-24)	100%
Buildings and Infrastructure Ratio	254.14% (2023-24)	> or = 100%
Infrastructure Backlog Ratio	1.07% (2023-24)	Less than 2%

● Theme 3: Performance

MEASURES	BASELINE	TARGET 2035
Community satisfaction with opportunities to participate in decision making	78% (2024)	80%
Overall community satisfaction with Council services	90% (2024)	Maintain
Maintenance or improvement in financial benchmarks:		
• Operating Performance Ratio	0.31 (2023-24)	0%
• Own Source Operating Revenue Ratio	86.77 (2023-24)	>60%
• Unrestricted current ratio	4.11x (2023-24)	1.50x
• Debt Service Ratio	32.74 (2023-24)	2.00x
• Rates and Annual Charges Outstanding Ratio	6.31 (2023-24)	4.24
• Cash Expense Cover Ratio	8.35 (2023-24)	>3 months
Community satisfaction with Council decision making	76% (2023-24)	Maintain/Increase
Delivery of community strategic plan and delivery program outcomes	93% completed and 7% in progress (2023-24)	90% completion rate
Number of active registered business	38,369 businesses (to June 2024)	Maintain at more than 35,000 businesses
Industry sectors	Retail (excluding food) - 5.28%, Health Care and Social Assistance- 6.56%, Rental, Hiring and Real Estate Services- 7.42%, Construction- 9.63%, Financial and Insurance Services- 14.45%, Professional, Scientific and Technical Services- 18.83% (2024)	Maintain a diverse mix
Income from visitor economy	Average spend per month is \$150 million (67% of total local spend) (2024)	Maintain above \$150 million

Appendix 3

Council services

Below are the list of services Council provide to our community

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Place	Asset management services	Asset management planning	Infrastructure Services
		Asset design services	Major Projects
		Capital works program planning	Infrastructure Services/Major Projects
		Road works and maintenance	Infrastructure Services, Open Spaces and Recreation Operations
		Footpath works and maintenance	Infrastructure Services, Open Spaces and Recreation Operations
		Kerb and gutter works and maintenance	Infrastructure Services, Open Spaces and Recreation Operations
		Drainage works and maintenance	Infrastructure Services, Open Spaces and Recreation Operations
		Building works and maintenance	Property and Facilities
		Urban open spaces, malls works and maintenance	Infrastructure Services Open Spaces and Recreation Operations
		Coastal and retaining infrastructure works and maintenance	Infrastructure Services, Open Spaces and Recreation Operations
		Parks infrastructure works and maintenance	Infrastructure Services, Open Spaces and Recreation Operations
		Parking infrastructure works and maintenance	Infrastructure Services, Open Spaces and Recreation Operations
		Public Space/Domain Infrastructure	Infrastructure Services
		Property management	Property and Facilities
		Facilities management	Property and Facilities
		Fleet management	Waste, Cleansing and Fleet
		Depot and stores	Waste, Cleansing and Fleet

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
People	Beach services, maintenance and safety	Lifeguard services	Open Spaces and Recreation Operations
		Beach cleaning and maintenance	Waste and Cleansing, Open Spaces and Recreation Operations
Place	Cemetery services	Waverley Cemetery services	Property and Facilities
		South Head Cemetery services	Property and Facilities
People	Children and Family services	Waverley Early Education Centre	Community Programs
		Bronte Early Education Centre	Community Programs
		Gardiner Early Education Centre	Community Programs
		Mill Hill Early Education Centre	Community Programs
		Waverley Family Day Care	Community Programs
		Family support services	Community Programs
People	Community programs and services	Community planning	Community Programs
		Waverley Affordable Housing Program	Community Programs
		Waverley Community and Seniors Centre	Community Programs
		Waverley Housing for Older People	Community Programs
		Community Development Programs for Young People	Community Programs
		Community Development Programs for People with Disability	Community Programs
		Community Development Programs for the Aboriginal and Torres Strait Islander Community	Community Programs
		Community Development Programs for Culturally Diverse Communities	Community Programs
		Community and sector support-ageing and disability	Community Programs

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
People	Community programs and services	Community Grants and Support	Community Programs
		Community Education and Capacity Building	Community Programs
		Local Connections Programs	Community Programs
		Volunteering programs	Community Programs
Performance	Corporate support services	Financial management	Finance and Procurement
		Human resources management	People and Culture
		IT and telecommunications	Information Technology
		Purchasing	Finance and Procurement
		Risk and insurance management	Audit and Risk
		Internal audit	Audit and Risk
		Organisation improvement	People and Culture
		Change Management	People and Culture
		Administration and customer services	All departments
People	Cultural services	Cultural services planning	Arts, Culture and Events
		Arts programs	Arts, Culture and Events
		Music rooms and programs	Arts, Culture and Events
		Theatres and theatre programs	Arts, Culture and Events
		Literary programs	Arts, Culture and Events
		Cultural festivals and events	Arts, Culture and Events
		Bondi Pavilion programs	Arts, Culture and Events
		Other cultural programs	Arts, Culture and Events

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Performance		Customer and Call Centre	Customer Experience and Communications
		Complaints Management	Customer Experience and Communications
		Media and communications	Customer Experience and Communications
Place	Development, building and health services	Urban planning	Urban Planning
		Heritage conservation	Urban Planning
		Land information mapping services	Urban Planning, Information Management and Technology
		Development assessments and approvals	Development Assessment
People		Environmental health	Compliance
		Food hygiene and regulation	Compliance
Place		Building and fire safety regulation	Compliance
People	Emergency management services	Local and state emergency management	Mayor and GM Support
Place	Environmental services	Environmental sustainability planning	Environmental Sustainability
		Climate change adaptation and resilience programs	Environmental Sustainability
		Greenhouse gas community reduction programs	Environmental Sustainability
		Council energy management and reduction	Environmental Sustainability

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Place	Environmental services	Provision of stormwater and recycled water for non-potable use	Environmental Sustainability
		Water quality improvement	Environmental Sustainability
		Coastal Management Program	Environmental Sustainability
		Waste management planning	Environmental Sustainability, Waste, Cleansing and Fleet
		Recycling, problem waste and composting programs	Environmental Sustainability
		Urban ecology and bushland management	Environmental Sustainability
		Bushcare volunteer program	Environmental Sustainability
Performance	Governance, integrated planning and community engagement	Integrated planning, reporting and consultation	Mayor and GM Support
		Corporate Governance	Governance
		Councillor support	Governance, Mayor and GM Support
		Council election support	Governance
		Civic and Citizenship services	Arts, Culture and Events
		Precinct Committee facilitation services	Mayor and GM Support
		Records and public information services	Governance
		Advisory committees and forums	Community Programs, Arts, Culture and Events, Urban Planning, Development Assessment, Governance
		Public access to information	Governance

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE	
People/ Performance	Library services	Collection and lending Services	Community, Library and Recreation Venues	
		Local studies	Community, Library and Recreation Venues	
		Library Programs and Events	Community, Library and Recreation Venues	
		Home Library Service	Community, Library and Recreation Venues	
		Reference Services	Community, Library and Recreation Venues	
Place	Parking services	Parking system planning and management	Compliance, Property and Facilities, Infrastructure Services	
		On-street parking services	Compliance, Infrastructure Services	
		Off-street parking services	Property and Facilities	
		Road and parking safety programs	Compliance, Infrastructure services	
	Parks services and maintenance	Parks, reserves and open landscapes planning and design	Infrastructure Services, Major Projects	
		Playground planning and design	Infrastructure Services	
		Parks and Open Space Cleansing and Maintenance	Waste and Cleansing, Asset Maintenance	
	Place	Place management	Place development planning and strategy	Urban Planning
			Place maintenance and upgrade	Infrastructure Services
Place amenity and access services			Urban Planning, Infrastructure Services	
Place safety management			Infrastructure Services	
Place marketing			Urban Planning	
Performance				
Place		Place regulation	Urban Planning	

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Performance	Place management	Business development and support services	Urban Planning
Place		Events management	Arts, Culture and Events
Performance		Visitor management services	Urban Planning
Place	Recreation services	Recreation planning	Infrastructure Services
		Recreation facilities maintenance	Infrastructure Services
		Sporting facilities maintenance	Infrastructure Services
		Venue Hire Management	Community, Library and Recreation Venues
		Recreational Programming	Properties and Facilities
Place	Regulatory services	Pollution control programs	Environmental Sustainability
People		Animal control	Compliance
Place		Dumped rubbish and litter control	Waste, Cleansing and Fleet
		Waste regulation and education	Compliance, Waste, Cleansing and Fleet, Environmental Sustainability
		Abandoned car control and removal	Compliance
People	Social and affordable housing	Housing planning	Urban Planning, Community Programs
		Affordable housing program	Community Programs, Urban Planning
		Social housing program	Community Programs
Place	Traffic and transport services	Transport planning	Infrastructure Services
		Pedestrian mobility programs	Infrastructure Services
		Cyclist mobility programs	Infrastructure Services

CSP THEMES	SERVICE	SUB-SERVICE	DEPARTMENT RESPONSIBLE
Place	Traffic and transport services	Alternative transport programs	Infrastructure Services
		Traffic management services	Infrastructure Services
	Urban open space maintenance and accessibility	Street cleaning services	Waste, Cleansing and Fleet
		Place cleaning services	Waste, Cleansing and Fleet
		Graffiti removal services	Open Spaces and Recreation Operations
		Nature strip mowing services	Open Spaces and Recreation Operations
		Tree management planning	Open Spaces and Recreation Operations
		Tree planting services	Open Spaces and Recreation Operations
		Tree maintenance services	Open Spaces and Recreation Operations
		Street and place signage services	Infrastructure Services, Open Spaces and Recreation Operations
	Waste services	Domestic waste services	Waste, Cleansing and Fleet
		Recycling services	Waste, Cleansing and Fleet
		Green waste services	Waste, Cleansing and Fleet
		Clean up services	Waste, Cleansing and Fleet
		Dumped rubbish removal	Waste, Cleansing and Fleet
		Commercial waste services	Waste, Cleansing and Fleet



WAVERLEY
COUNCIL

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CUSTOMER SERVICE CENTRE

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