



Waverley 2025-26

Six Monthly Progress Report
1 Jan – 30 Jun 2026

2025-2026



WAVERLEY
COUNCIL

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.

How to read this document

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



Why Six Monthly Progress Report?

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

Structure of Progress Report

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

Understanding progress measures

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

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

Introduction

Welcome to Council's Six-Monthly Progress Report. This report sets out progress on the delivery of the activities contained in the Council's Operational Plan 2025–26 and Delivery Program 2025–29.

This document is based on the Waverley Community Strategic Plan 2025–2035 and is part of the Integrated Planning and Reporting Framework required under the *Local Government Act 1993*. The report sets out many of the highlights of the last six months of the financial year 2025–26 and shows that Council made significant progress in implementing its Operational Plan objectives.

The devastating terror attack at Bondi Beach laid the urgent need for us to work together with all levels of the government to combat antisemitism. As our community continue to carry the grief, Council is set to co-host a major national summit on antisemitism to bring together councils, community leaders and government partners to reflect, honour the memory of victims and recommit to building cohesive communities free from antisemitism. Our Council staff continued to work with different levels of government to provide a range of practical advice and support to local businesses and the community.

Council is immensely grateful to everyone across Australia, Federal and State agencies, businesses, community organisations and members of our community who pledged their support to the Jewish community and our community at large during this phase.

Council prepared a blueprint reimagining Bondi Junction as a world-class cultural, civic and commercial town centre, with 3,000 new homes, a revitalised mall

with plaza and square, 9,000 sqm of extra public space and 10,000 sqm of new community infrastructure, informed by feedback from 830 community members.

During the reporting period, Council voted for two affordable dwellings in Waverley's housing stock to be set aside for those fleeing domestic and family violence. A Council-owned apartment block in Queens Park is being completely renovated to provide an additional six affordable housing dwellings for the community.

In March 2026, as part of Climate Action Week (9 - 15 March 2026), Council organised three local events to share ideas and solutions, and to inspire practical climate action.

Walking Waverley (The Waverley Walking Strategy) was prepared to set the vision for a walkable community where walking is safe and convenient, and that supports independent access for people of all ages and abilities.

In June 2026, the Waverley Youth Art Prize was announced at the Waverley Library. In its 41st year, the prize celebrated and recognised the talents of aspiring artists in the Eastern Suburbs, aged between nine and 18.

In celebration of International Women's Day, Council honoured the remarkable athlete and trailblazer for equality, Pauline Menczer, with Waverley Council's International Women's Day Award.



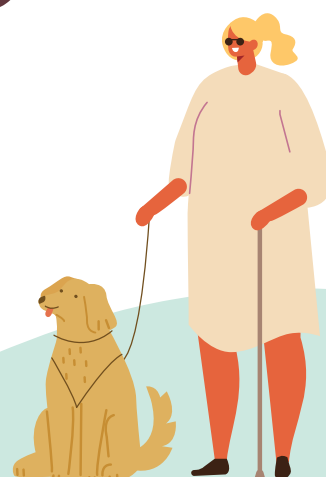
Tamarama - Annabel Osborne Photography

The 2026 Waverley Volunteer Expo was held in May 2026, bringing together local organisations, community groups and volunteer initiatives. The Expo offered a chance to meet the people helping uplift Waverley and discover how residents can get involved in causes close to home.

Council is modernising its services and improving the customer experience by introducing Digital Parking Permits, which were launched in July 2026. The new system allows customers to apply for and manage

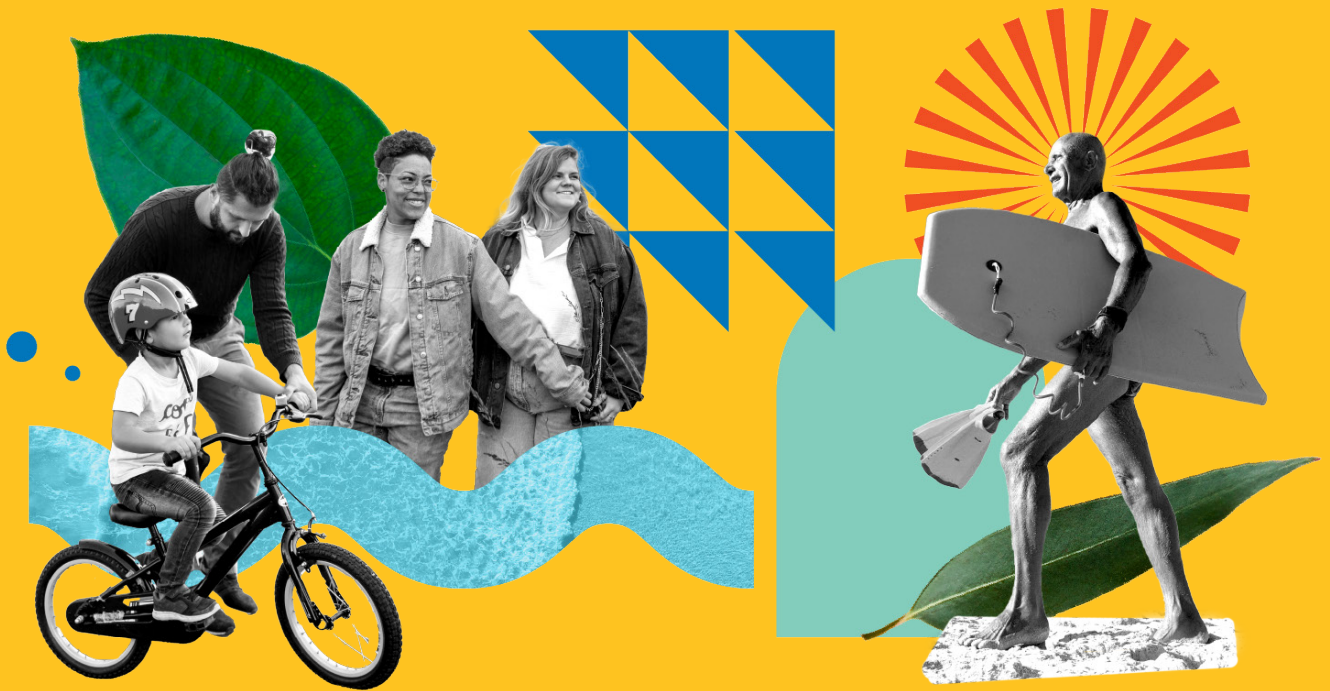
parking permits online, making the process simpler, more convenient and easier to use.

Further achievements and project milestones are reported in the following pages. Alongside the projects highlighted, Council has continued to deliver its range of services to the community – from waste and recycling services to roads, footpaths and stormwater through to Library services and parks and facilities. These projects support in making Waverley a great place to live.



Part 1

Operational Plan achievements



Theme 1: People

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

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

We value our diversity, fostering meaningful connections 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: Key Highlights

Waverley Art Prize

The winners of the 2026 Waverley Youth Art Prize were announced at the Waverley Library in June 2026. In its 41st year, the prize celebrated and recognised the talents of aspiring artists in the Eastern Suburbs, aged between nine and 18.

Two hundred and sixty-one artworks had been submitted this year, with entrants responding to the theme 'Dreaming Future Worlds', envisaging surreal new realms that defy the rules of reality, devising fantastical inventions that change the way we live, or depicting their dreams for the future.

Judges for 2026 were Assistant Curator at the Museum of Contemporary Art, Tim Riley Walsh, and Waverley Studio Artist, Fergus Berney-Gibson.

The Mayor's Prize was awarded to Theresa Lei for her piece 'Waverley Beneath the Waves'.

Nicole Babb won the intermediate category for her piece 'Showdown between Humanity and AI', and Oliver Starkenburg took first place in the Junior category for 'Dinosaur world a new age of the past'.

The exhibition was curated by Soomin Jeong, a student from the University of New South Wales School of Art and Design, who said the young artists envisioned futures shaped by connection, care, and courage.



Above: Intermediate Category, First Prize: Nicole Babb – Showdown between Humanity and AI



Left: Mayor's Prize Winner: Theresa Lei – Waverley Beneath The Waves

Photo credits: Shannon Elise Photography



Junior Category, First Prize: Oliver Starkenburg –
Dinosaur world a new age of the past



Senior Category, First Prize: Emelia Gao – Fine Dining

Full list of winners:

WINNER	CATEGORY	ARTWORK
Emelia Gao	Senior Category, 1st Prize	<i>Fine Dining</i>
Adi Bocman	Senior Category, 2nd Prize	<i>Dreaming of a Quieter World</i>
Jaga Ionescu	Senior Category, 3rd Prize	<i>Another Dimension</i>
Alex Ryan	Senior Category, Highly Commended	<i>Haven and Anguish</i>
Nicole Babb	Intermediate Category, 1st Prize	<i>Showdown between Humanity and AI</i>
Olivia Xie	Intermediate Category, 2nd Prize	<i>The hungry fishies</i>
Lilee Corkill	Intermediate Category, 3rd Prize	<i>The last of his kind</i>
Grace Negrine	Intermediate Category, Highly Commended	<i>Mechanical oppression</i>
Oliver Starkenburg	Junior Category, 1st Prize	<i>Dinosaur world a new age of the past</i>
Claire Yu	Junior Category, 2nd Prize	<i>The Drop</i>
Isabella Shields	Junior Category, 3rd Prize	<i>Changing worlds</i>
Sunehar Katore	Junior Category, Highly Commended	<i>The City that Breathes</i>
Zareen Shaikh	Best Interpretation of the Theme	<i>Recapture Life</i>
Tayah Starkey	Best New Media Artwork	<i>Come to your senses</i>
Theresa Lei	Mayor's Prize Winner	<i>Waverley Beneath the Waves</i>
Rui Xin Hu	Mayor's Highly Commended	<i>The Floating Town of Never Believe</i>

Council to co-host major national antisemitism summit

Council is set to co-host a major national summit on antisemitism in the lead-up to the anniversary of the terror attack at Bondi Beach. The conference, convened by Combat Antisemitism Movement (CAM), is set to be held on 26 and 27 November and will bring together Mayors, Councillors, senior officers and community representatives to explore best-practice approaches to social cohesion.

The devastating terror attack at Bondi Beach laid the urgent need for us to work together with all levels of the government to combat antisemitism. As our community continue to carry the grief, co-hosting the summit presents a powerful and timely opportunity to bring together councils, community leaders and government partners to reflect, honour the memory of victims and recommit to building cohesive communities free from antisemitism.

The summit's program would include keynote addresses, panel discussions, workshops and the sharing of practical frameworks that councils can adopt in their own communities. In March last year, Waverley Council adopted a national-first [Strategy to Combat Antisemitism](#). Council then launched the [Model Strategy](#) – a template other councils can draw from to craft their own approaches relevant to their local contexts.



Pauline Menczer

International Women's Day Award

In celebration of International Women's Day, Council honoured the remarkable athlete and trailblazer for equality, Pauline Menczer, with Waverley Council's International Women's Day Award.

Presented annually at Bondi Pavilion, the award honours an outstanding local woman for their achievements and contributions to breaking down gendered barriers.

Pauline has been a long-standing competitor in professional surfing on the global stage. At 18 years old, she won the 1988 women's amateur world title before taking out the 1993 women's world championship aged 23. Her journey to the top was far from an easy ride, and is a story of grit, resilience, fortitude and the resolve never to take no for an answer.

Pauline has been an outspoken and tireless advocate for gender equality in sport. She was involved in multiple protests and wasn't afraid to call out the inequities of her industry. Her efforts in rallying for greater opportunities, sponsorships and recognition for women surfers have helped pave the way and open many doors for those who followed in her footsteps.

Last year, Pauline's legacy as both a surfer and changemaker was immortalized in a bronze statue at South Bondi, overlooking the beach where she first learned to surf. The statue was crowdfunded and gifted to Waverley Council by a grassroots community organisation, Pauline in Bronze.

Waverley Volunteer Expo

The 2026 Waverley Volunteer Expo was held in May 2026 at the Boot Factory, bringing together local organisations, community groups and volunteer initiatives. The Expo offered a chance to meet the people helping uplift Waverley and discover how residents can get involved in causes close to home. Council celebrated the 2026 theme, “Your Year to Volunteer”, by recognising the people who generously give their time, skills and compassion to support others across the local area.

This year’s celebration carries special significance for the Waverley community following the tragic Bondi attack on 14 December 2025. In the face of unimaginable events, volunteers played a vital role in supporting residents, visitors and emergency response

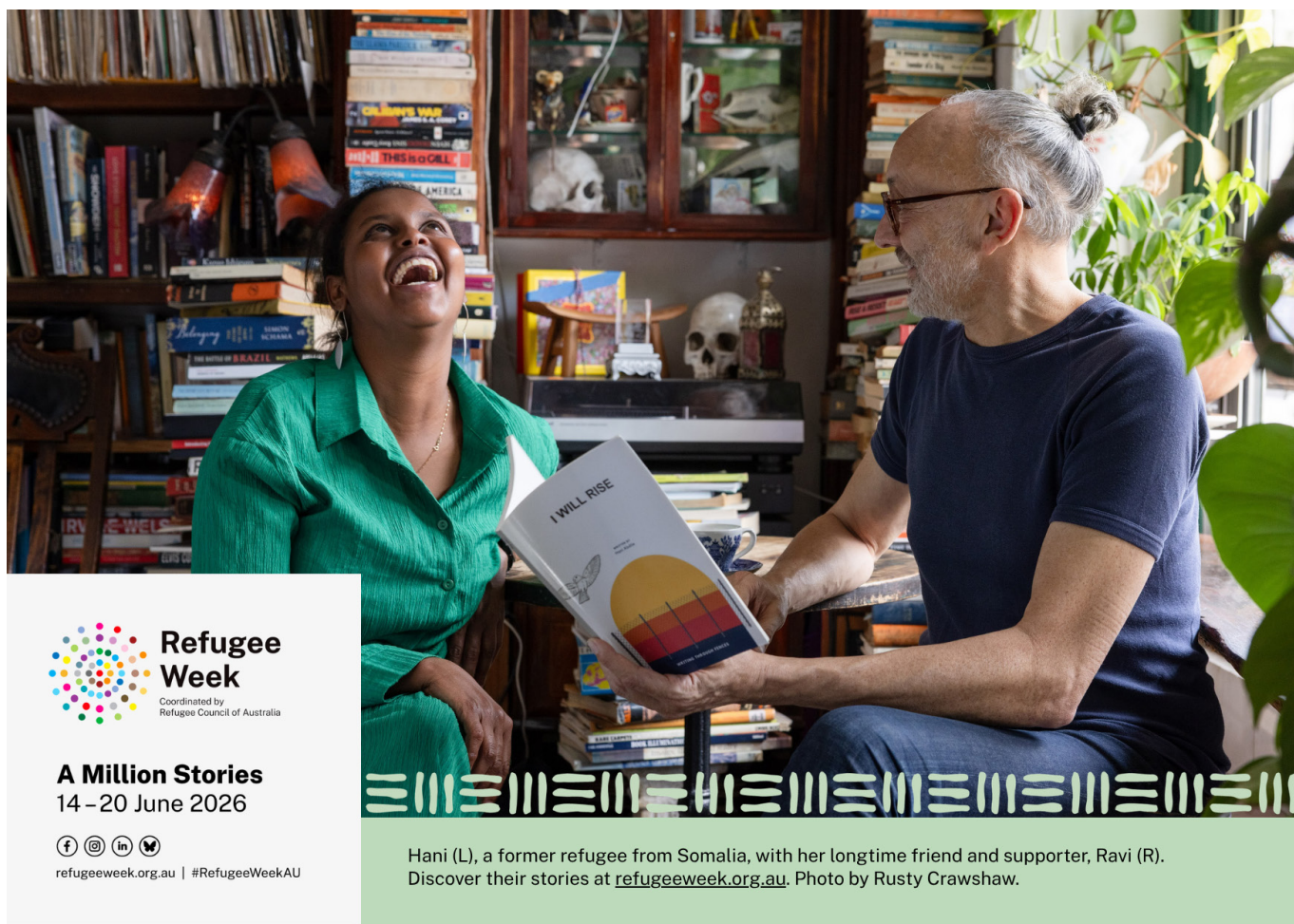
efforts. Council extends its heartfelt thanks to the volunteers from organisations including the SES, local Jewish organisations, and community support groups, whose care, courage and commitment helped guide the community through an incredibly difficult time.

Across the Waverley LGA, volunteers continue to quietly strengthen community life every day — tending shared gardens, restoring treasured items at the Repair Café, supporting local events and preserving important places such as Waverley Cemetery.

The celebrations included an anime-inspired event featuring music, dancing, games, costumes and performances by Bondi Beats DJs Sandy, Pop Francis, Dylan, Omni G, Eskay1 and MC Razo.



Wairoa Reserve Shared Garden



Refugee Week

Coordinated by
Refugee Council of Australia

A Million Stories
14–20 June 2026



refugeeweek.org.au | #RefugeeWeekAU

Hani (L), a former refugee from Somalia, with her longtime friend and supporter, Ravi (R). Discover their stories at refugeeweek.org.au. Photo by Rusty Crawshaw.

A Million Stories: Refuge, Resilience and Belonging in Waverley

This Refugee Week (14–20 June), Council joined communities across Australia in celebrating the theme “A Million Stories” — recognising the journeys, contributions, and lived experiences of more than one million refugees welcomed by Australia since World War II.

The theme also marks the 40th anniversary of Refugee Week Australia and honours the strength, resilience and courage of people forced to flee their homes due to war, conflict, and persecution.

On World Refugee Day (20 June), communities around the world paused to recognise not only the hardships refugees endure, but also the rich cultural, social, and economic contributions they continue to make to the places they call home.

In Waverley, stories of refuge and belonging are woven into the fabric of the community — from public spaces and local history to art and cultural conversations on Bondi Beach itself. Events organised included a conversation with Delphine organised in partnership with the Refugee Council of Australia, where Delphine shared her life story of survival, displacement, and the search for meaning.

Social Cohesion Initiatives

The Perfect Strangers event was held on World Art Day in April 2026, at the Bondi Pavilion Art Gallery. The Culture Waves Cross-City Program was held in May and June 2026 at the Bondi Pavilion and Liverpool Powerhouse.

National Quality Standard ratings for early education and care services

The children's services community and family survey showed a 98% satisfaction rate for an overall good/excellent experience, including enrolment motivators such as the quality of educators, good reputation, convenient location, and local government/not for profit status. The Intergenerational Clinical Trial Program, in partnership with the George Institute of Health and UNSW, was implemented in the Bronte, Mill Hill and Waverley EECs. Implementation of Child Safe reforms was completed across all services including the Worker Register, Mandatory Child Safe training, policy on the child-safe environments, recruitment, and digital devices. Comprehensive KidSafe environment audits are implemented in all EEC environments. In partnership with the Gujaga Foundation, the Dharawal language program is facilitated in Gardiner, Mill Hill and Waverley EECs.

Creative arts and culture programs

Projects delivered included First Nations and LGBTQI+ artist Ben Graetz in Tina, A Tropical Love Story, First Nations artist Bumpy, contemporary youth focused bands The Buoy, Theeth and Coee, youth workshop Behind the Curtain, Jazz at the Pav including Freya Garbett, Kaddish collective performance with eight artists, musical theatre performer Gillian Cosgriff, re-group collective performed Auto-Tune, local artists Annalouise Paul and Jonny Pasvolsky presented productions in Bondi Pavilion Theatre, One Fell Swoop's circus performance In Common in Bondi Pavilion courtyard.

Bondi Pavilion Art Gallery exhibitions included the Lauren Brincat show Curtain Call, the local artist group show Good Together, and Holding Light in partnership with Shalom Collective.

In Talks and Ideas programs, included author talks with: First Nations writer Stan Grant was presented in conversation with Julia Baird, Georgie Tunny, Devla McTiernan, Lisa Wilkinson and Mia Freedman, Steve Toltz, Helen Pitt and International Women's Day award winner Pauline Menczer.

Library Gallery exhibitions delivered included: Iris Toren, Marie Widolf, Carlos Agamez.



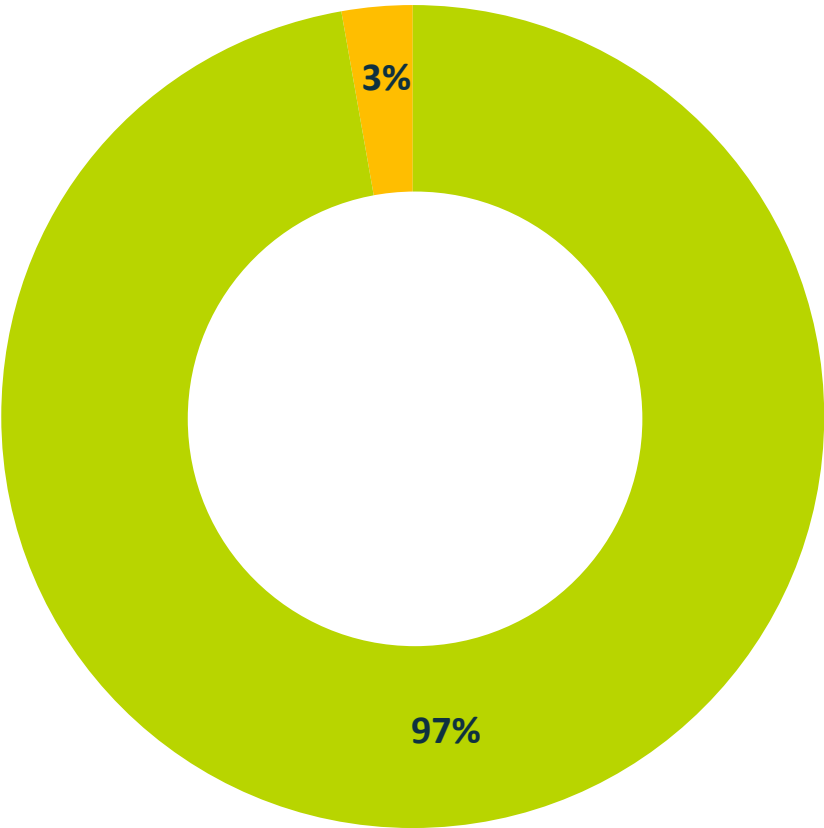
Library Programs

During the year, the Library delivered 891 program sessions with 34,314 attendees, a 16% increase from 29,657 in 2024-25. Programs delivered covered categories such as literacy and lifelong learning, children and young people, community and citizen engagement, digital inclusion, personal development and wellbeing, stronger and creative communities and economic and workforce development.

Library Membership

There are 29,093 active library members, an increase of six per cent from the previous year. Key activities that help drive engagement and increase membership include community outreach activities and the Library Newsletter, which achieved strong growth.

People: Progress Summary



Completed	36
In Progress	1
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—



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

Place: Key Highlights



A Plan for Bondi Junction

A master plan to reimagine Bondi Junction as a world-class civil and commercial town centre with additional housing, a revitalised mall with a plaza and extra public space and community infrastructure.

For the past year, Council engaged experts, community, business and stakeholder groups to develop the Bondi junction Master Plan. During the consultation period a large number of submissions were received from residents which expressed concerns about elements of the master plan. Council intends to engage with community and business groups to refine the Bondi junction Master Plan.



Oxford Street Village

The Master Plan centres on four ambitions:

Ambition 1: Destination

From a shopping stop or thoroughfare to the ultimate day-to-night destination, Bondi Junction evolves into a place for dining, nightlife and discovery

Ambition 2: A world-class interchange

Bondi Junction transforms from a busy and fragmented interchange into a seamless people-focused gateway.

Ambition 3: An urban oasis

Bondi Junction becomes the 'parkline' of Sydney's East with greenery, open space and active connections creating a cooler, healthier and more enjoyable environment.

Ambition 4: The heart of the East

Bondi Junction becomes the unmistakable heart of the East, offering a broader choice of homes and lifestyles, with new dwellings contributing to an evolving local atmosphere benefiting the wider community.

Housing growth is focused on five key areas: Oxford Street Mall with 1,250 new dwellings, Bondi Road East Gateway with 650, the Civic precinct with 550, West Oxford Street Village with 150, and Bronte Road Village with 350.

In addition to the four ambitions, the Master Plan details two 'catalyst projects' designed to anchor Bondi Junction's transformation - a reinvigorated Oxford Street Mall with a new 1,500 square metre public square

and new entry plaza to the train station and bus interchange, as well as visual and functional amenity upgrades and a new Civic Precinct with 10,000 square metres of community infrastructure, including a new state-of-the-art facility with potential for a relocated Library, a performance theatre, flexible spaces for classes or workshops, and creative spaces for art, music and youth programs.

The Master Plan reimagines Bondi Junction as a world-class cultural, civic and commercial town centre, with 3,000 new homes, a revitalised mall with plaza and square, 9,000 sqm of extra public space and 10,000 sqm of new community infrastructure.

Affordable housing in Waverley

Council voted for two affordable dwellings in Waverley's housing stock to be set aside for those fleeing domestic and family violence.

A Council-owned apartment block in Queens Park is being completely renovated to provide an additional six affordable housing dwellings for the community.

All six of the two-bedroom, one-bathroom units at 2A Edmund Street will be refurbished with new kitchens, flooring, air conditioning, paint, and finishes. The building's roof, façade and landscaping will also be renewed.

The refurbishment is Council's second major expansion of its affordable housing portfolio in just 12 months.

In March 2025, Council acquired a six-unit apartment block at 49 Mitchell Street, Bondi Beach, marking its largest acquisition of affordable housing stock in close to 20 years.

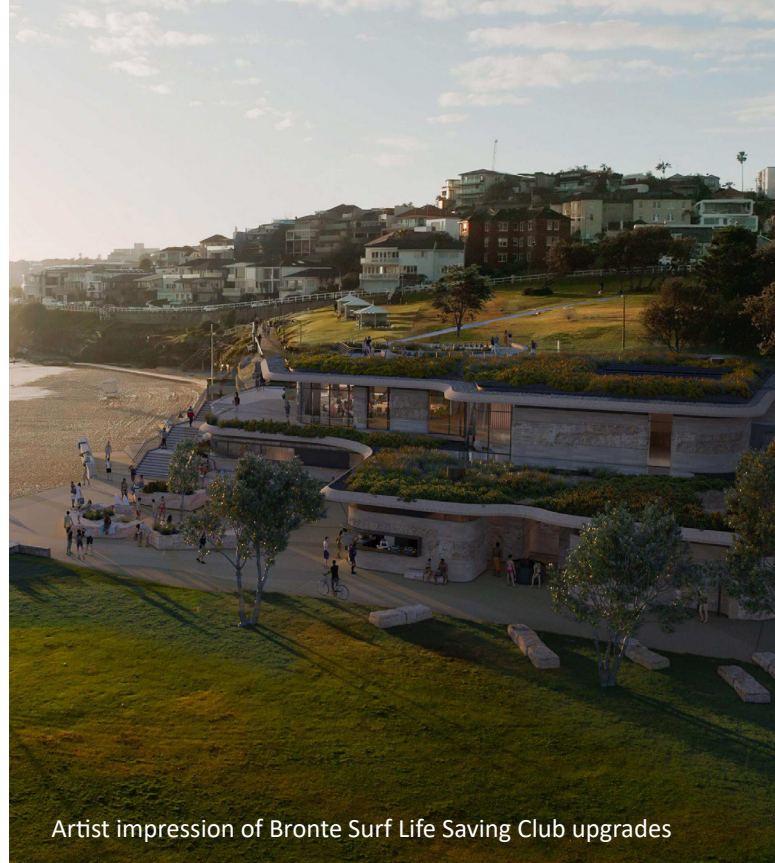
Affordable Housing Program Tenancy Policy 2026

Council owns 30 units used to provide limited-term affordable housing for residents on low to moderate incomes and 40 units that provide secure, long-term social housing for its older residents and people with disability on very low incomes.

Council's Affordable Housing Program Tenancy Policy 2026 provides the framework for a new operating model, amalgamating these two portfolios into one that can provide housing that is affordable and appropriate to the needs of identified local target groups.

The Policy retains the existing 40% allocation to limited-term (affordable) housing and 60% allocation to long-term (social) housing, and within these boundaries establishes Operating Guidelines for delivery to the following identified local needs groups:

- Residents
- Key workers
- Women escaping domestic and family violence
- Older residents
- People with disability who are part of Council's Waverley Community Living Program.



Artist impression of Bronte Surf Life Saving Club upgrades

Major funding boost for once-in-a-lifetime revamp of Bronte Surf Life Saving Club

The landmark development of a new state-of-the-art home for one of Australia's oldest surf clubs has received a major funding boost.

The NSW Office of Sport has given the green light to two grants totalling \$785,617 for the Bronte Surf Life Saving Club upgrade— a joint project between Council and Bronte SLSC.

The revamp includes a brand-new multi-purpose building featuring enhanced lifeguard operational facilities, public amenities and lifesaving infrastructure, as well as a new promenade, seawall and footpaths.

Work commenced in 2025 and has been steadily progressing, with the former clubhouse demolished and the construction of new facilities due to be completed in 2027.

Temporary facilities have been established at Bronte to accommodate lifeguards, maintenance crews and the project contractor while construction is underway.



Whale Leap from our Love the Coast Competition: Sebastian Elmaloglou

World Environment Day at Bondi

This World Environment Day, Council encouraged residents and visitors to reflect on the deep cultural, environmental, and ecological significance of whales as they once again travel along the east coast during their annual migration.

From late June through early July, and between October and November, people walking the Bondi coastline are often lucky enough to spot a breach, tail slap, or waterspout offshore. While the return of whales is one of Australia's great environmental success stories, the impacts of climate change are increasingly being felt across marine ecosystems, including the oceans that migrating whales depend upon. Protecting whales means protecting the health of the oceans they depend on and taking action to address the environmental challenges facing future generations.

To help more people experience this incredible natural spectacle, Council is currently installing free public whale-watching binoculars at Diamond Bay Reserve and Calga Reserve. The new binoculars, approved by Council in 2025, will provide accessible viewing opportunities during the annual migration season and complement existing whale-watching locations along the Bondi to Dover Heights coastline.

Each location will feature dual viewing stations designed to accommodate different accessibility needs. Construction is currently underway and expected to be completed by August 2026, weather permitting.

Above: Image by Sebastian Elmaloglou - Whale Leap from our Love the Coast Competition

Below: Example of binoculars





Climate Action Week

In March 2026, as part of Climate Action Week (9 - 15 March 2026), Council organised three local events to share ideas, and solutions, and to inspire practical climate action. Climate Action Week is about empowering the community to turn intention into action. Events organised include:

- Circular Economy Collage Workshop — a 3-hour interactive workshop designed to help participants understand current production and consumption patterns and explore practical solutions for building a more sustainable future
- Managing Climate Risks and Building Resilience session — to learn about how projected climate data is increasingly informing decisions for asset managers, governments and businesses, and Council's approach to assessing and adapt to local climate risks
- Solar and Battery Information Night — A free information session with local solar expert Ethan Burns for everything solar, including available incentives and rebates for batteries, shared solar and applying Council's new Solar Panels in Heritage guidelines.

Walking Waverley

Walking Waverley (The Waverley Walking Strategy) builds on Council's People, Movement and Places strategy. It sets the vision for a walkable community where walking is safe and convenient, and that supports independent access for people of all ages and abilities. Walking Waverley also aspires to be more than a strategy, but a way for the community to reflect itself and become fully woven into its identity.

Our community told us they walk not just to get somewhere, but also to stay and enjoy the neighbourhood. Walking provides opportunities for social interaction, and incidental exercise opportunities with health and wellbeing benefits.

To support an increase in walking and its associated benefits, Walking Waverley includes seven goals.

Make walking safe for all people, at all times	Improve the permeability of the pedestrian network through streets and open space
Better integration between walking and public transport	Make walking pleasant and enjoyable
Provide accessible streetscapes that support independent access	Improve walking to promote vitality on streets
Ensure walking harmonises with other transport modes	

With Walking Waverley, we have identified 162 improvement opportunities throughout the LGA.

We will work with partners and stakeholders to progress with improvement opportunities identified through this strategy. The Long Term Financial Plan (LTFP) allocated funding towards the implementation of Walking Waverley over the next decade. Grant funding will also be sought to deliver more improvements. For areas outside our direct control, we will advocate to Transport for NSW on behalf of residents. The Strategy was placed on public exhibition until 9 June and will be presented to Council for adoption in 2026-27.

Trial to tackle dumped shared bikes successful

Council's six-month trial of designated shared bike parking is set to become permanent, with the management strategy successfully delivering clearer footpaths.

As part of the trial, Council installed 60 dedicated shared bike parking areas in key locations, accommodating approximately 500 shared bikes, both on and off-street.

It also established Restricted Parking Zones in busy areas, with riders required to park in designated bays or face additional charges, fines or account suspensions. That element of the plan came after Council signed a landmark agreement with the main providers of shared bikes in Sydney.

Community feedback about the trial has been overwhelmingly positive and indicated a desire for further expansion and enforcement.

Shared bikes have become increasingly popular, with about one million rides taken across the Waverley LGA in 2025.

However, service providers in Sydney operate on a dockless parking system, meaning they do not have to be returned to specific stations. This has led to many bikes being parked inappropriately – an issue Council consistently received complaints about.

Compost Awareness Week: Turn Scraps into Soil

In May 2026, Council joined forces with neighbouring councils to celebrate Compost Awareness Week (3–9 May 2026) — a chance for residents to learn simple, practical ways to reduce food waste and turn everyday scraps into something valuable.

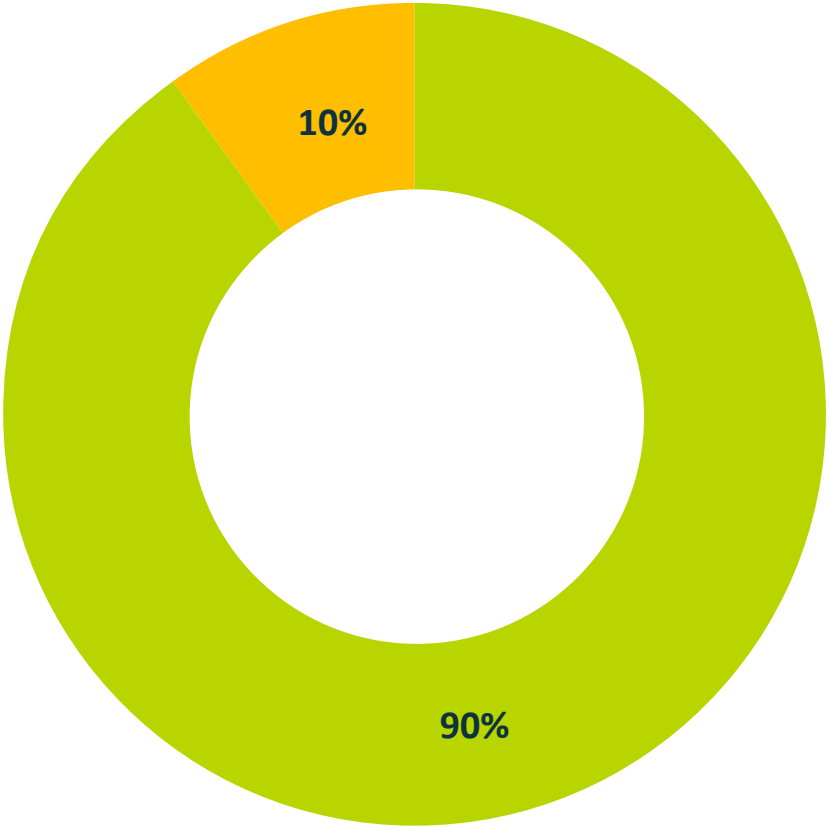
Delivered in partnership with Woollahra and Randwick City Councils, the program features a series of hands-on and online workshops designed to help residents get started or improve their composting and worm farming systems at home.

To celebrate Compost Awareness Week, residents who ordered composting or worm farming equipment during the week (3–9 May) received their system for free.



Events such as Compost and Worm Farming Workshop, Ask the Dirt Doctor (Online), and Scraps to Soil: Beginner Workshop were organised.

Place: Progress Summary



Completed	83
In Progress	9
In Progress – impacted by unforeseen conditions	0
Delayed	0
Delayed – impacted by unforeseen conditions	0



Theme 3: Performance

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

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

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

Performance: Key Highlights

Bondi Junction has the potential to improve Sydney's late-night options.

Council has established a Special Entertainment Precinct to boost music, dining and leisure in the heart of Bondi Junction and the east.



Bondi Junction

A working group, chaired by Waverley Mayor Will Nemesh, has been established to support the planning and trial of the SEP, which would bring extended trading hours, more flexibility for live performances and targeted sound management.

Bondi Junction would be the latest SEP established in New South Wales, joining thriving entertainment hubs such as Manly, Enmore Road in Newtown and Liverpool City Centre.

Council is also assessing the feasibility of establishing Bondi Junction as a Community Improvement District – a strategic model that empowers local businesses and property owners to lead economic and cultural revitalisations, with Council's support.

CIDs serve to improve local spaces, from main streets to town centres, and have been established in the City of Sydney, Inner West Council and Randwick City Council.

Parking at Bondi Beach

Digital parking permits in 2026-27

Council is modernising its services and improving customer experience by introducing Digital Parking Permits, launching in July 2026.

The new system allows customers to apply for and manage parking permits online, making the process simpler, more convenient and easier to use.

Once approved, the vehicle licence plate becomes your permit — meaning there's no need for stickers, paperwork or anything displayed on your windscreen. The move to digital permits is part of Council's ongoing commitment to innovating and delivering smarter services for the community.

Precinct Engagement

Precincts continued to be engaged on various strategic decisions, including the Bondi Junction Vision and Masterplan, Waverley Walking Strategy, Bondi Half Court, Bondi Local Area Traffic Management, Hunter Local Area Traffic Management, Ageing well in NSW, Waverley's Website, and the Local Parks Plan of Management consultation, VPAs and Planning Proposals.

During the reporting period, 29 Precinct Meetings were organised, including three Combined Precincts Meetings. Precinct engagement continues to be very robust through a variety of formats, including online, face to face and hybrid, as they allow greater participation from a wider group of people.

Fraud and Corruption Prevention

Controls in the Fraud and Corruption Control Plan 2025-26 were reviewed and implemented in high-risk areas (Payroll and Finance) and reported to the Audit Risk and Improvement Committee.

ICAC's Preventing Corruption in Contract Management training was delivered in May 2026. The Ombudsman training on public interest disclosures for executive and HR staff was delivered in April 2026.

Work Health and Safety

Work continued to strengthen Council's approach to psychological safety and psychosocial risk management, aligned with WHS legislative requirements. Key achievements included updating Council's Managing Psychosocial Hazards at Work Procedure, implementing guidance for managing unreasonable conduct by members of the public, expanding employee wellbeing initiatives, and delivering targeted health, resilience and critical incident support programs. These initiatives continue to strengthen Council's preventative approach to workplace wellbeing and leadership accountability.

Leadership Development Program

Leadership capability continued to strengthen through targeted development initiatives focused on coaching, accountability, communication, feedback and leading organisational change. Leadership forums, development activities and capability programs have reinforced a consistent leadership approach aligned with Council values and laid the foundation for broader leadership development initiatives in FY27.

Service Reviews

Council's service review program was completed on time and within budget, and in consultation with the Audit, Risk and Improvement Committee. The focus for 2025-26 was on profit making businesses in line with our Financial Sustainability Strategy, with three reviews completed during the reporting period. Additionally, Council commenced three reviews of cost recovery businesses, with one complete and two ongoing.

ICT Modernisation

The WavOne Finance solution was stabilised following implementation. The Asset Management stream completed solution design, testing and organisational readiness activities in preparation to go-live in July 2026. The program was rephased to align delivery with organisational capacity, reduce implementation risk, and improve change adoption, with HR/ Payroll sequencing revised and Customer Service Management established as a focused, standalone initiative delivering Digital Parking Permits, Single View of Customer, website redevelopment, and expansion of digital services.

Cyber Security Initiatives implemented include the completion of an enterprise Information Asset Register identifying Council's Crown Jewel assets, independent penetration testing of external applications, ongoing vulnerability remediation, governance uplift and continued operation of 24/7 security monitoring and incident response capabilities. Work also commenced on improving identity and access management, information governance and cyber resilience planning, positioning Council for continued maturity improvements in 2026-27.



Commercial Centre Occupancy

Council conducts an audit twice yearly to measure occupancy trends and the industry mix at each commercial centre. This is currently measured at ground level. The audits identify emerging strengths and issues in Waverley's commercial areas for better understanding and planning to meet the needs of business owners, residents and visitors.

The audit measures all areas in Waverley zoned for commercial purposes as defined under the Environmental Planning Instrument that is currently: Waverley Local Environmental Plan 2012 (aligns with commercial zoning and DCP village centre definitions – i.e. commercial centre). The designated study areas are:

- Bondi Junction
- Bondi Beach
- Bondi Road
- Charing Cross
- Macpherson St (Bronte)
- Bronte Beach
- Rose Bay

Summary of Findings

The following information is a summary of information for all of Waverley as of February 2026.

Occupancy rates

COMMERCIAL CENTRE	OCCUPANCY % FEBRUARY 2024	OCCUPANCY % AUGUST 2024	OCCUPANCY % FEBRUARY 2025	OCCUPANCY % AUGUST 2025
Bondi Junction	90.2	89.2	90.8	92.9↑
Bondi Beach	90.3	94.7	91.7	93.0↑
Bondi Road	93.8	93.6	94.2	93.5↓
Bronte Beach	100 -	100 -	100	100 -
Charing Cross	94.0	95.0	95.0	94.1↓
Macpherson Street	93.9	95.8	91.8	93.9↑
Old South Head Road	91.7	94.3	94.3	94.3 -
Waverley Total	91.4	92.6	92.2 (0.4%) ↓	93.3 (1.1%↑)

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

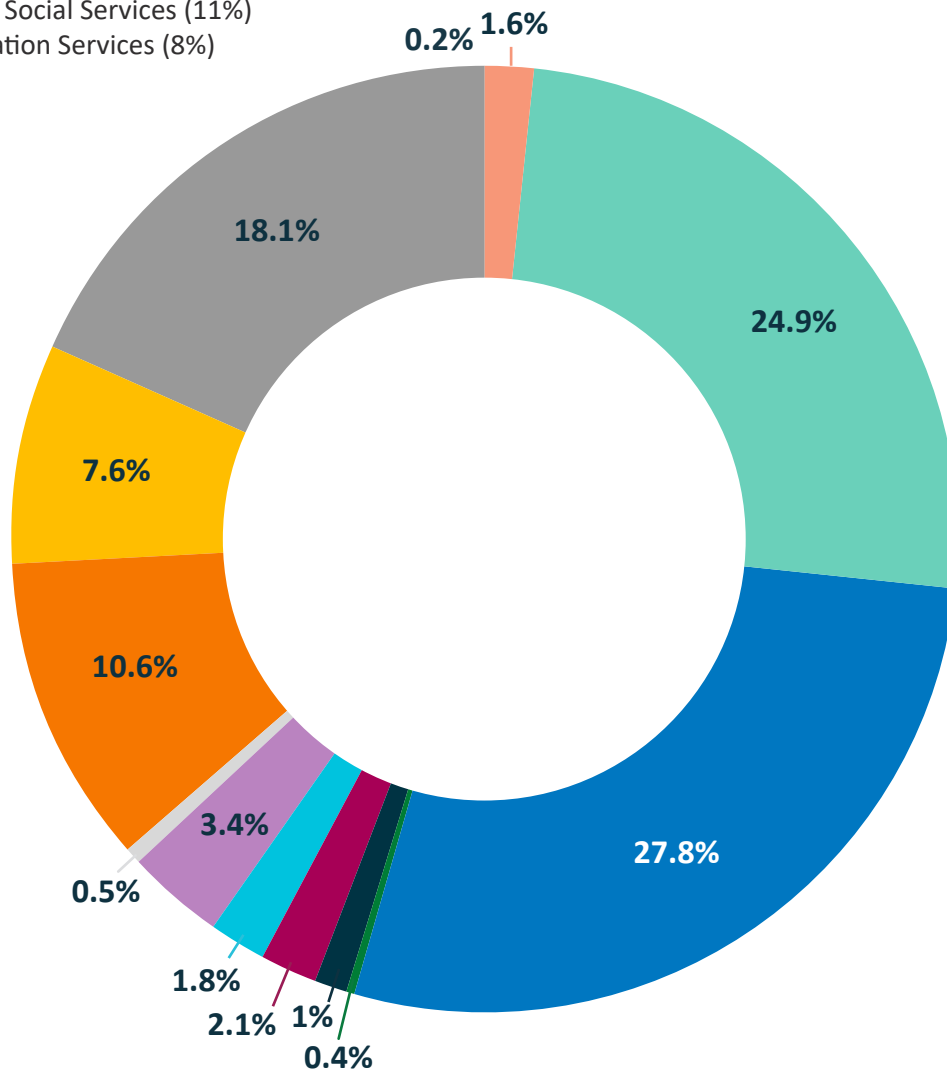
TYPE OF PROPERTY	FOR LEASE	VACANT	SUBJECT TO DA	TOTAL OCCUPIED BUSINESSES
February 2026 Audit (with % change from previous audit)	31 (22.5%↓)	20 (9.1%↓)	31 (3.1%↓)	1139 (2%↑)
August 2025 Audit	40	22	32	1116

Summary of Commercial Centres

Industry mix

Top 5 Industries

1. Accommodation and Food Services (28%)
2. Retail Trade (25%)
3. Other Services (18%)
4. Healthcare & Social Services (11%)
5. Arts & Recreation Services (8%)

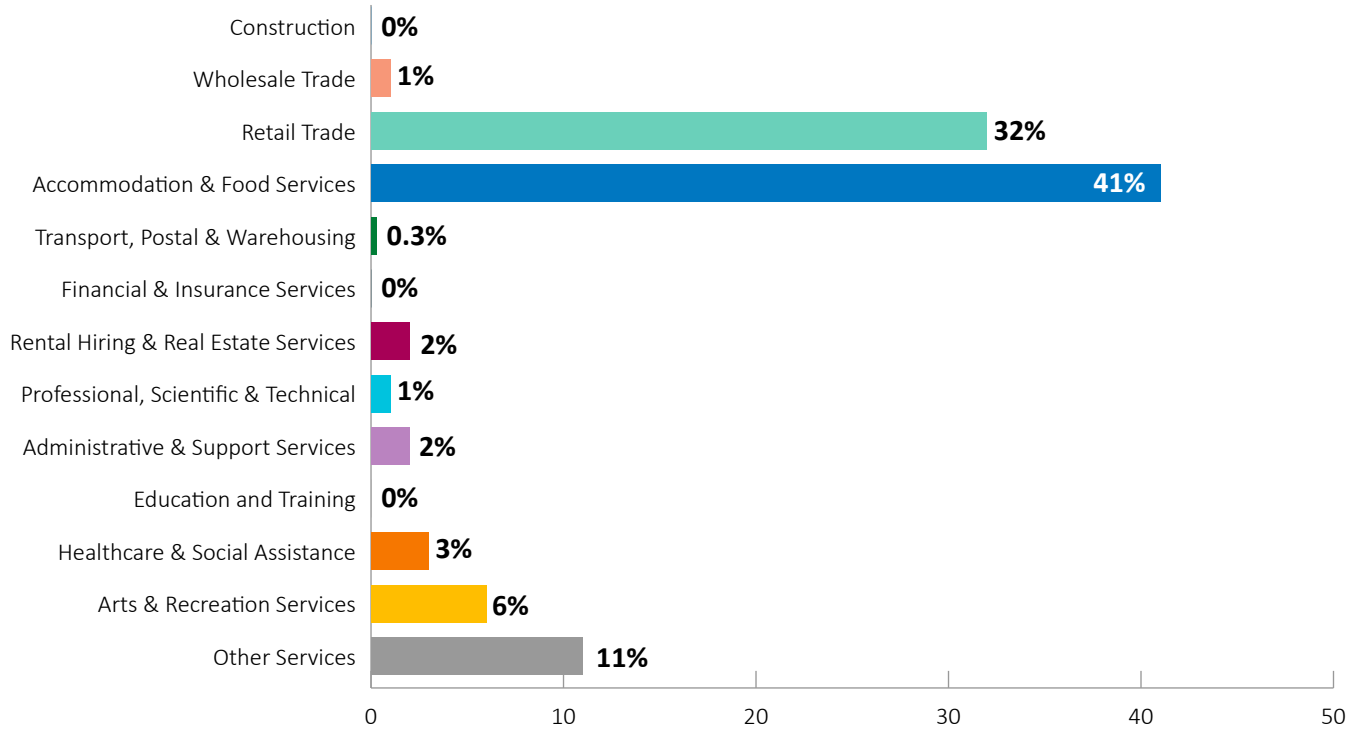


Accommodation & Food Services	27.8%
Professional, Scientific & Technical	1.8%
Arts and Recreation Services	7.6%
Retail Trade	24.9%
Wholesale Trade	1.6%
Construction	0.2%
Education and Training	0.5%

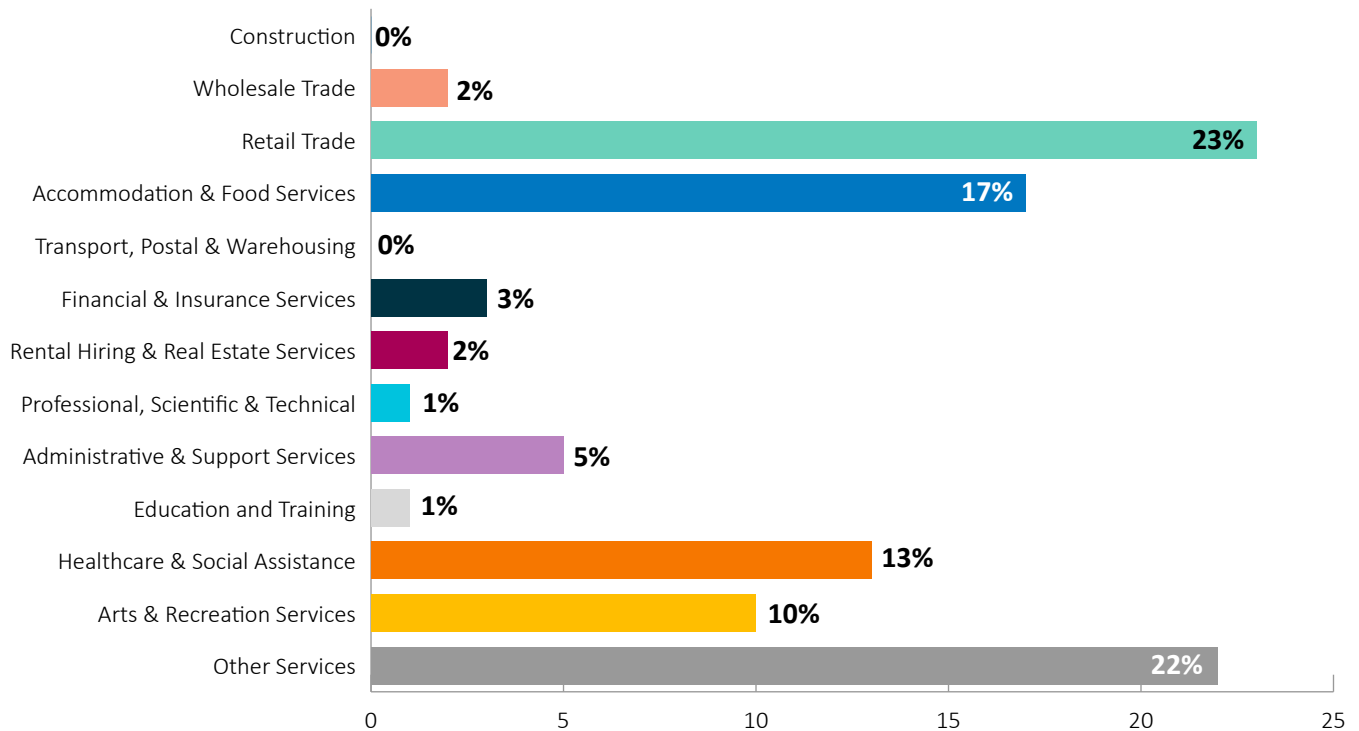
Rental Hiring and Real Estate Services	2.1%
Administrative and Support Services	3.4%
Healthcare and Social Assistance	10.6%
Other Services	18.1%
Financial & Insurance Services	1%
Transport, Postal & Warehousing	0.4%

Tenancy mix

Bondi Junction

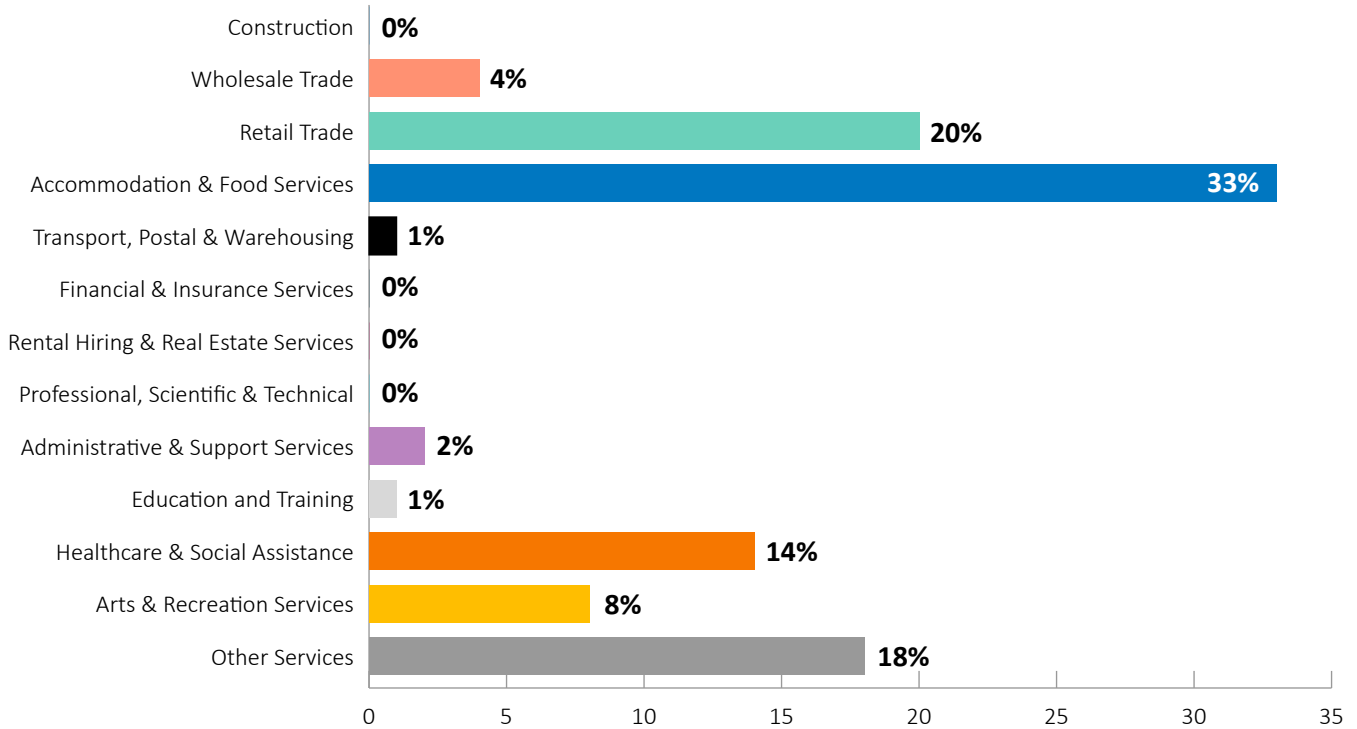


Bondi Beach

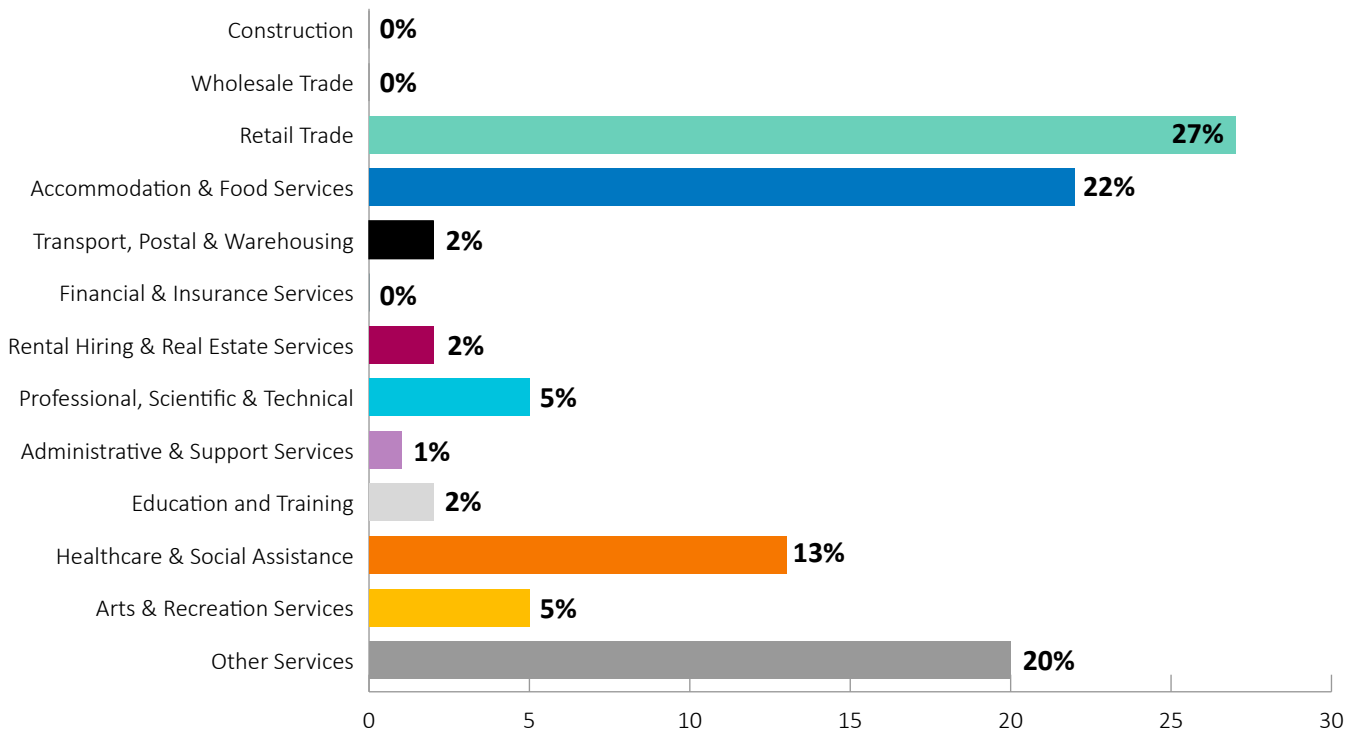


Tenancy mix

Bondi Road

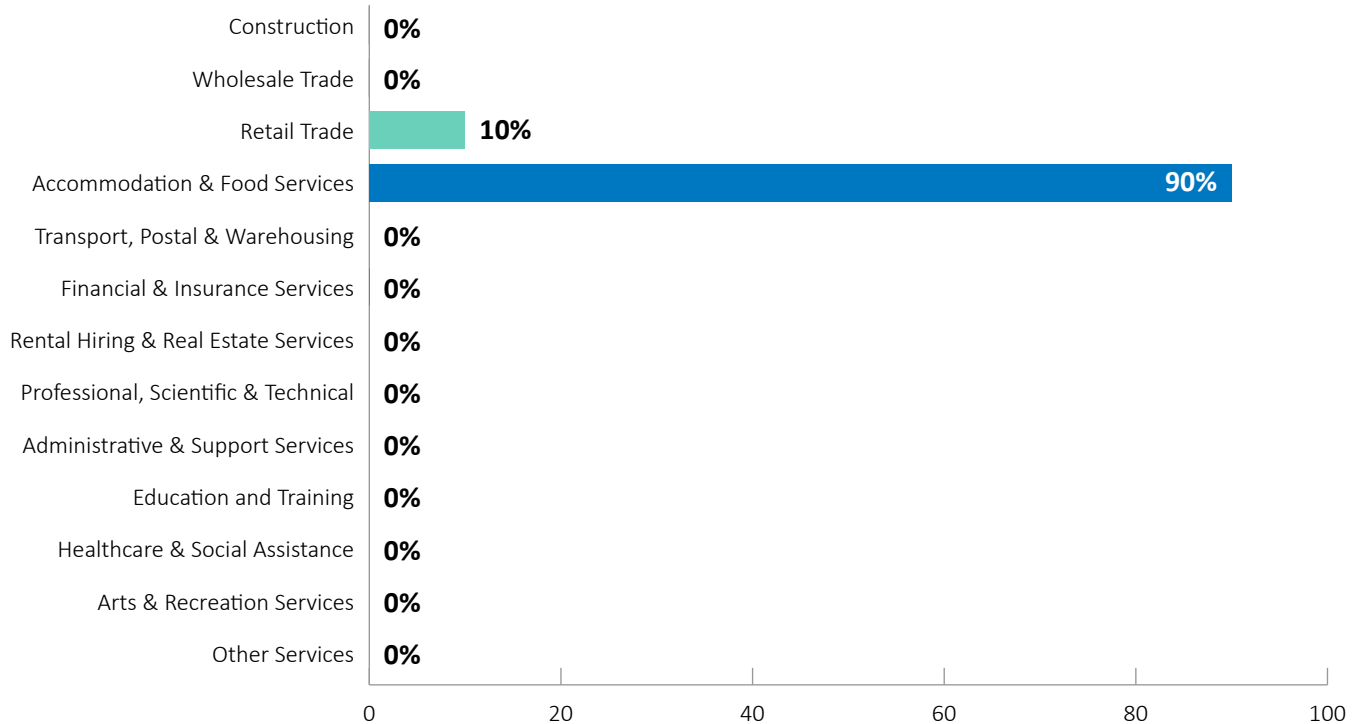


Charing Cross

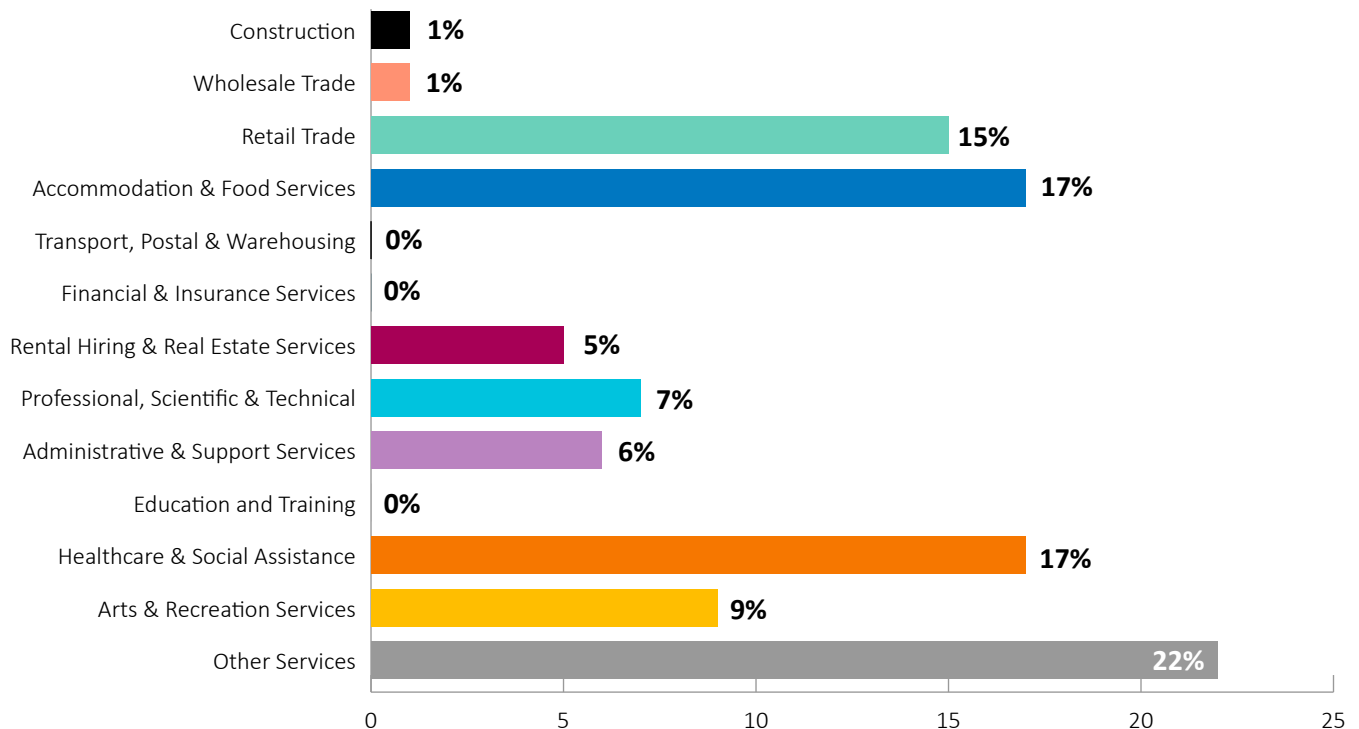


Tenancy mix

Bronte Beach



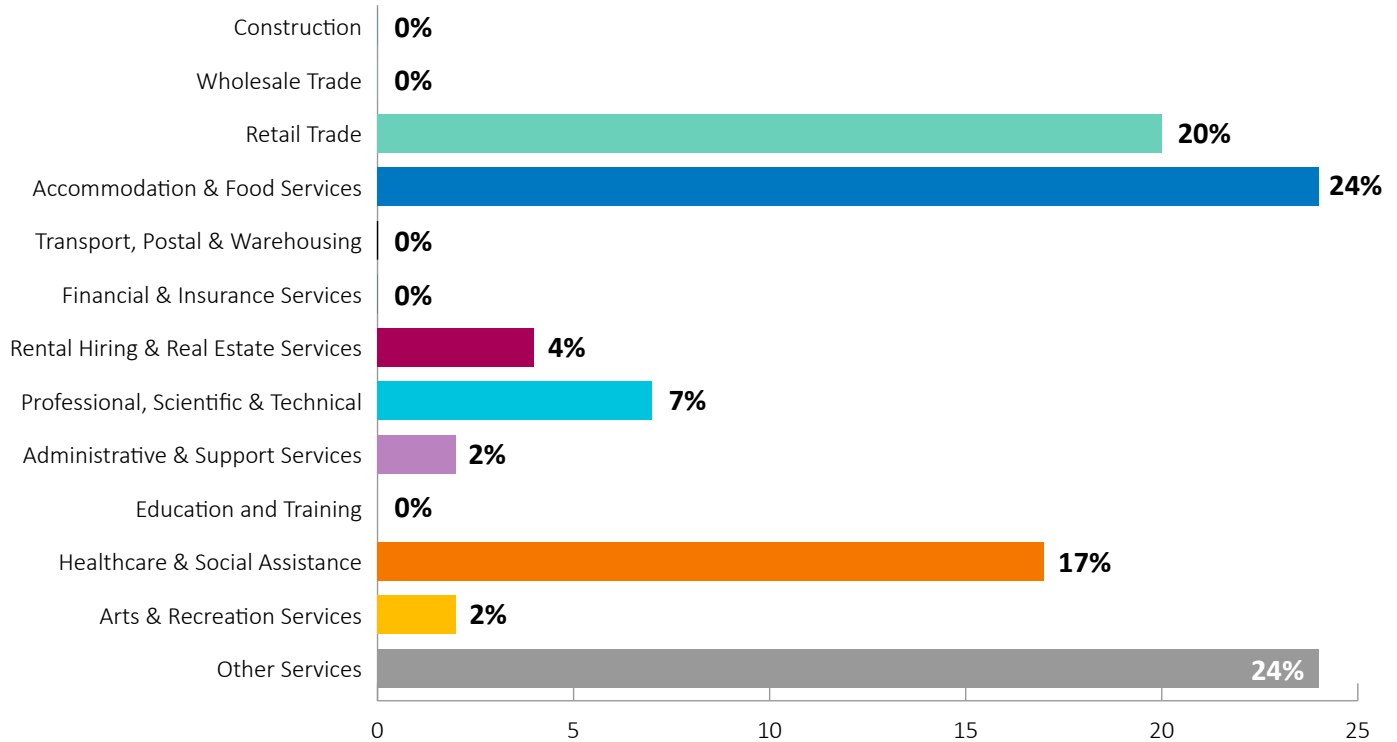
Old South Head Road



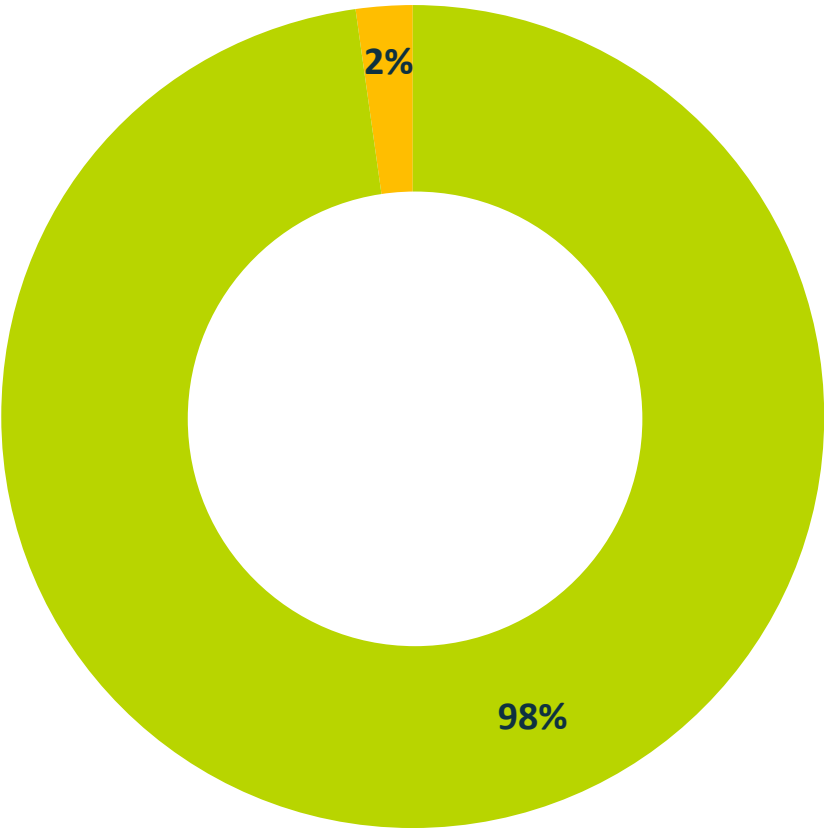
Please note: The commercial centre on Old South Head Road in Rose Bay falls under the jurisdiction of two councils. Waverley Council is responsible for auditing businesses on the eastern side of the road only.

Tenancy mix

Macpherson Street



Performance: Progress Summary

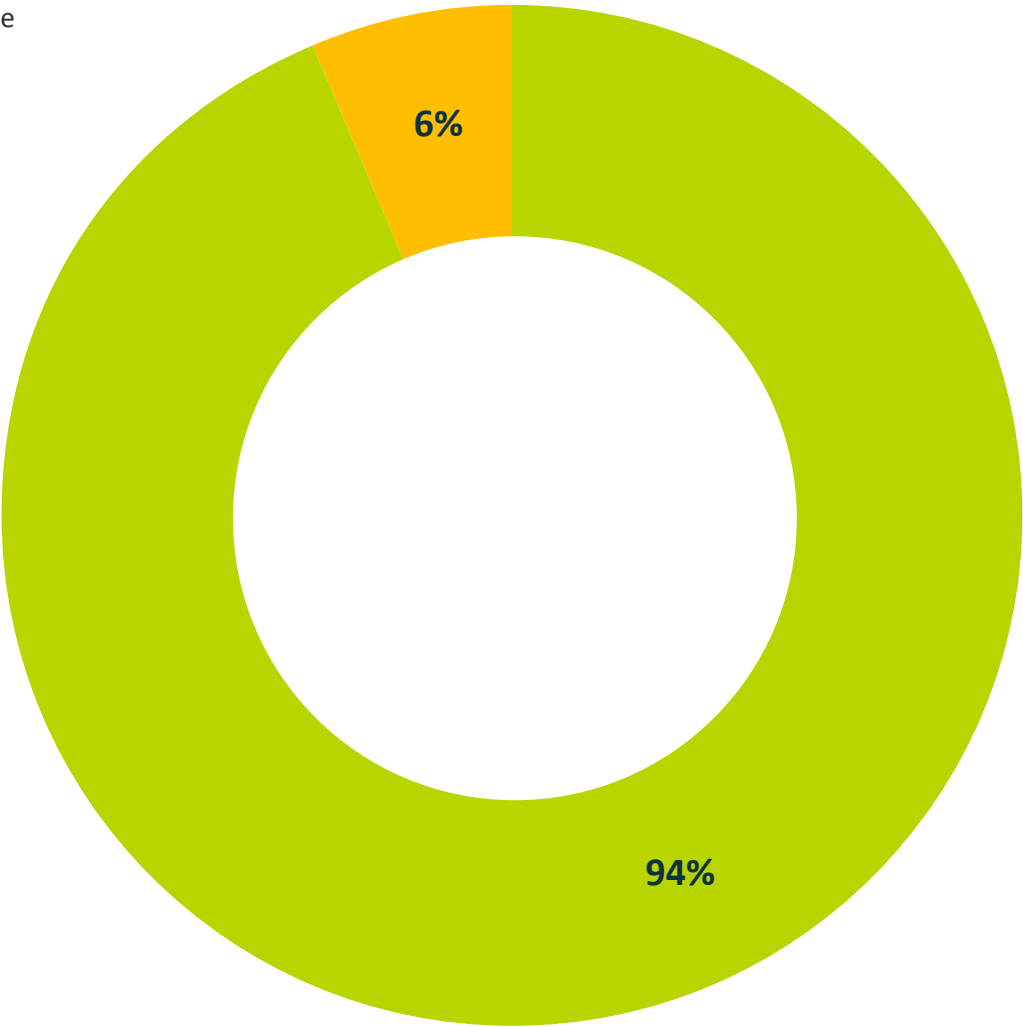


Completed	48
In Progress	1
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—

Overall Performance

Progress summary
of all three themes:

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



Completed	167
In Progress	11
In Progress – impacted by unforeseen conditions	—
Delayed	—
Delayed – impacted by unforeseen conditions	—

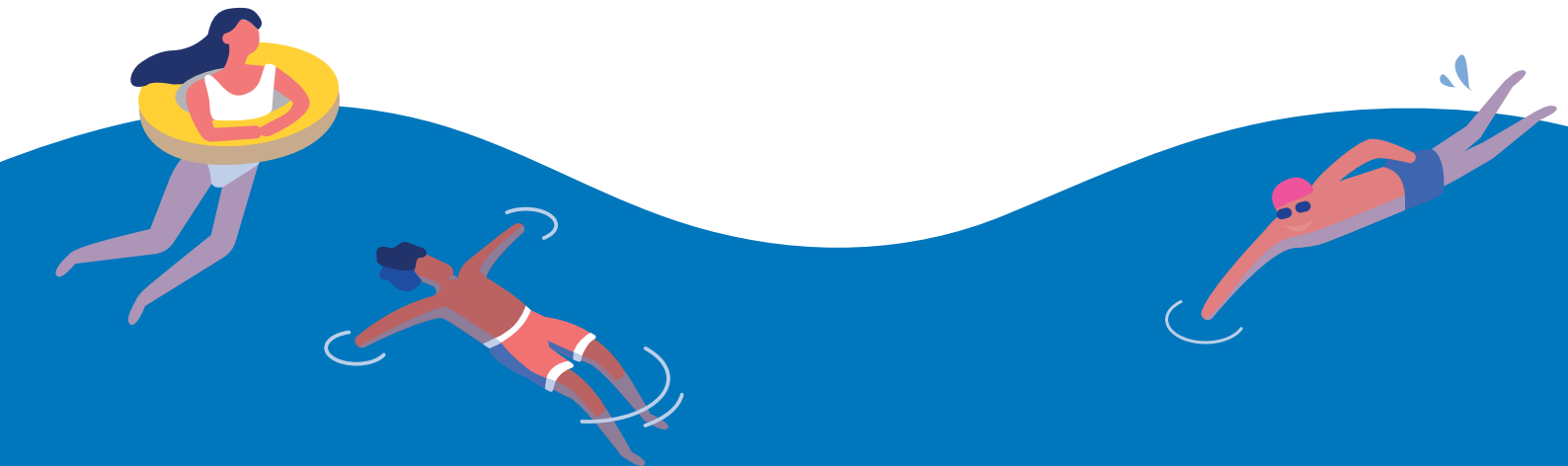
Part 2

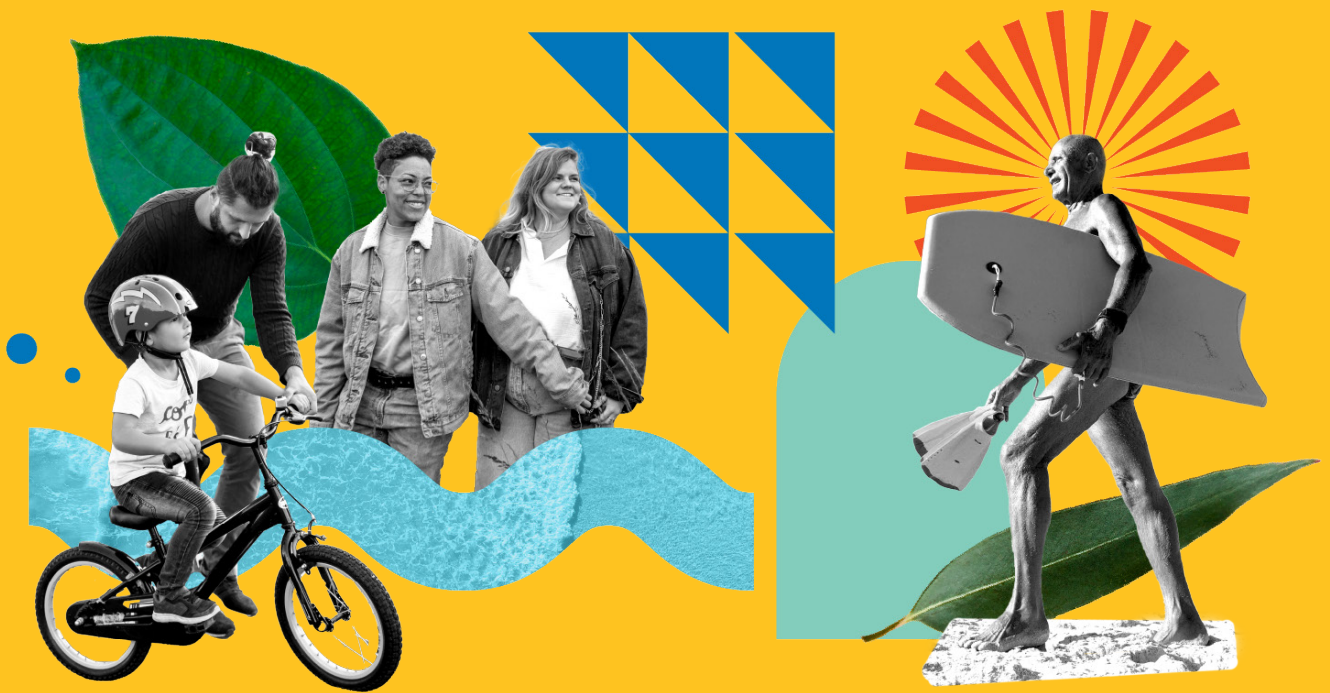
Detailed progress against
Operational Plan

Progress status

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

STATUS		DEFINITION
	Completed	End to end delivery of the activity is completed
	In Progress	Implementation of the activity has commenced
	In Progress – impacted by unforeseen conditions	Implementation commenced, but the activity was impacted by unforeseen conditions or other external factors such as floods, disasters, crisis, or legislative changes
	Delayed	Activity is placed on hold or deferred to commence at a later stage due to operational reasons/decisions
	Delayed/on hold – impacted by unforeseen conditions	Unforeseen conditions or other external factors such as floods, disasters, crisis, legislative changes or dependency on external decision makers has placed activity on hold





Theme 1: People

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

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

We value our diversity, fostering meaningful connections 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 estimated resident population of Waverley in 2021 was 68,605 including 275 Aboriginal and Torres Strait Islander people. More than 40% of our population was born overseas. There are 7,841 people per square kilometre, making Waverley the second most densely populated LGA in Australia, with an average of 2.3 people per dwelling.

At the last census in 2021, \$2,864 was the media total income per week. However, despite higher incomes than other areas in Sydney, lack of affordable housing and high living costs are posing various challenges, impacting on community diversity and social cohesion. Essential workers to support local jobs in education or health care are difficult to attract to the area. Steep rent increases have also led to more financial stress and poor mental health outcomes for young people, single parents, victims of domestic violence and older retirees on low to middle incomes with limited family support. Many young families need two incomes to meet the cost of living and the demand for child care places for 0-2 year old children remains strong. Specialist support for children with additional needs is a key area of unmet need.

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

A strong and resilient community can adapt and respond better to challenges and threats. In partnership with others, Council's role is to support initiatives that improve people's quality of life across all ages and abilities. This safety net is critical when the market fails to provide essential services at a reasonable price or does not respond to the needs of vulnerable or socially isolated residents.

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

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

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

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

People: Our Objectives

What will we focus on?

1.1



Diverse and inclusive community

Foster a diverse and inclusive community

1.2



Quality of life and community wellbeing

Support quality of life and community wellbeing across the life span

1.3



Arts, culture and creative expression

Promote and encourage arts, culture and creative expression and participation

1.4



Destination for world-class arts and culture

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

1.5



Protect and grow affordable housing stock

Protect and grow the stock of affordable housing

1.6



Safe and resilient community

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

People: Strategies

How will we achieve our focus?



1.1

Foster a diverse and inclusive community

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.1.1. Facilitate equitable opportunities to strengthen participation and encourage representation of our diverse community   	Implement the Waverley Reconciliation Action Plan	Support the development of the Aboriginal Heritage Study in partnership with the First Nations Advisory Committee, project control group and relevant stakeholders		The Aboriginal Heritage Study is being supported with Coast History and the Gujaga Foundation, working on stories of Aboriginal identity. Emerging information is filling gaps in our knowledge of our Aboriginal people and their families and cultural connections. An information session was held with Council staff on progress during Reconciliation Week
	Develop and Implement Disability Inclusion Action Plan (DIAP) 2026- 30	Consult on and develop Waverley's new DIAP		Community and joint service provider consultation on the Disability Inclusion Action Plan was completed. Further work is in progress with the Plan completion scheduled in 2026-27
	Implement the Waverley Cultural Diversity Strategy 2021 – 2031	Deliver social cohesion initiatives		The Perfect Strangers event was held on World Art Day in April 2026, at the Bondi Pavilion Art Gallery. The Culture Waves Cross-City Program was held in May and June 2026 at the Bondi Pavilion and Liverpool Powerhouse
	Implement the Strategy to Combat Antisemitism	Provide capacity building opportunities for the community		The model Strategy to Combat Antisemitism has been launched to councils across Australia to encourage adoption. An Upstander Training session was held in October 2025 for residents. A community Shabbat Dinner was held in May 2026 at Bondi Pavilion to foster social cohesion
	Actively engage and integrate the voices of young people in planning and design	Implement co-designed Youth Week and other programs for young people		Council endorsed the terms of reference and members of a new Youth Advisory Committee. Bondi Beach Bash was held in April 2026

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



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.2.1. Deliver high quality programs and services which support community wellbeing 	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families	Maximise accessibility and utilisation and maintain National Quality Standard ratings for Council's early education and care services		The children's services community and family survey showed a 98% satisfaction rate for an overall good/excellent experience, including enrolment motivators such as the quality of educators, good reputation, convenient location, and local government/not for profit. The Intergenerational Clinical Trial Program, in partnership with the George Institute of Health and UNSW was implemented in Bronte, Mill Hill and Waverley EEC. Implementation of Child Safe reforms was completed across all services including Worker Register, Mandatory Child Safe training, policy on child safe environments, recruitment and digital devices. Comprehensive KidSafe environment audits was implemented in all EEC environments. In partnership with the Gujaga Foundation, the Dharawal language program is facilitated in Gardiner, Mill Hill and Waverley EEC
	Deliver responsive services for older people under Aged Care Reforms	Undertake review of Seniors Centre in line with new Commonwealth Support at Home Program		Under the Aged Care Reforms Sector Support and Development work partnerships working group, seven sessions were held online to support the sector understand changes. The Ageing and Autism online session was held in March 2026 and the Rainbows Don't Fade online session was held in June 2026

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



1.3

Promote and encourage arts, culture and creative expression and participation

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.3.1. Deliver programs and services that foster connection and invite creative expression and participation 	Prepare and implement Waverley Arts and Cultural Plan 2021-2031	Review Arts and Cultural Plan 2021-2026 and engage stakeholders to prepare the next iteration	●	Review of the Arts and Cultural Plan 2021-2026 was completed. The First Nations Advisory Committee and the Arts, Culture and Creativity Advisory Committee were engaged and feedback was sought to inform the next iteration
	Deliver creative and cultural program engagement across diverse demographics and audiences	Devise and deliver an arts and culture marketing and communications plan to promote and showcase local artists and talents	●	Council's annual Arts and Culture program and Bondi Festival program were promoted through brochures, media and marketing. Audience evaluation through Culture Counts and Humanitix, and ongoing strategic print and digital marketing and communications planning is integrated into day-to-day operations
		Develop and deliver unique and creative arts and culture programs that engage hard to reach audiences	●	Projects delivered included First Nations and LGBTQI+ artist Ben Graetz in Tina A Tropical Love Story, First Nations artist Bumpy, contemporary youth focused bands The Buoys, Theeth and Cooee, youth workshop Behind the Curtain, Jazz at the Pav including Freya Garbett, Kaddish collective performance with eight artists, musical theatre performer Gillian Cosgriff, re-group collective performed Auto-Tune, local artists Annalouise Paul and Jonny Pasvolosky presented productions in Bondi Pavilion Theatre, One Fell Swoop's circus performance In Common in Bondi Pavilion courtyard. Bondi Pavilion Art Gallery exhibitions included the Lauren Brincat show Curtain Call, the local artist group show Good Together, and Holding Light in partnership with Shalom Collective. In Talks and Ideas programs included author talks with: First Nations writer Stan Grant was presented in conversation with Julia Baird, Georgie Tunny, Devla McTiernan, Lisa Wilkinson and Mia Freedman, Steve Toltz, Helen Pitt and International Women's Day award winner Pauline Menczer Library Gallery exhibitions delivered included Iris Toren, Marie Widolf, Carlos Agamez

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

1.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.3.1. Deliver programs and services that foster connection and invite creative expression and participation 	Deliver creative and cultural program engagement across diverse demographics and audiences	Cultivate opportunities for ongoing connections based on special interests (Art Gallery, local creatives network etc)		The Festive Decorations Program supported diversity in our LGA by commissioning a solar-powered chanukiah. Following the terror attack at Bondi Beach in December 2026, this piece of civic infrastructure was relocated to Archer Park, Bondi Beach, to fulfil the community's need for a memorial. Place activation activities including Glamarama, Lunar New Year Market, Bondi Latin Fiesta, FIFA World Cup Live Site, Step Back into Charing Cross, Saturdays in the Park and Movies in the Park, provided opportunities for special interest local connection and engagement
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 	Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met	Continue to optimise utilisation of Bondi Pavilion to balance competing demands of community, cultural and commercial activities		Awareness and utilisation of the Pavilion remained high, with 2,448 bookings over the last six months bringing total bookings for 2025-26 to 4,954, an increase of 47.9% on the previous year. In addition to Council-run programs and large scale annual events, the casual hirers utilised the venue for health and fitness sessions, private functions, meetings, conferences, theatre and music performances, talks, workshops, corporate events and festivals
1.3.3. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction 	Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion	Continue to deliver a range of creative library programs to suit the needs of the community		During the year, the Library delivered 891 program sessions with 34,314 attendees, a 16% increase from 29,657 in 2024-25. Programs delivered covered categories such as literacy and lifelong learning, children and young people, community and citizen engagement, digital inclusion, personal development and wellbeing, stronger and creative communities and economic and workforce development

1.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.3.3. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction 	Implement the Waverley Library Operational Plan	Continue to improve and refurbish physical spaces in the Library in alignment with the Waverley Library Operational Plan		A range of new seating and shelving has been installed in the children's library with the new storytime area and the play Combi van seating proving to be popular
		Implement the library membership plan to increase membership and engagement in alignment with the Waverley Library Operational Plan		There are 29,093 active library members, an increase of six per cent from the previous year. Key activities that help drive engagement and increase membership include community outreach activities and the Library Newsletter, which achieved strong growth
		Implement the new Library Collection Development Plan and weeding program to ensure the collection is current and relevant		A thorough review of the Adult Non-Fiction collection was undertaken, with many new titles purchased to fill subject gaps. Many new titles were added to the eBook and eAudio collections to fulfil demand in those areas
		Continue to populate the Local History online platform to provide increased community access to digitised local history resources		Waverley building registers are now digitised and uploaded to the Recollect platform for community access

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



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



FOUR YEAR ACTIONS

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

ANNUAL ACTIVITY

Deliver annual, year-round arts and culture programming that is hyper-local and world-class, leveraging new and existing partnerships to reach diverse audiences

STATUS

PROGRESS COMMENTS



A partnership was established with Shalom Collective to deliver the Holding Light exhibition at the Bondi Pavilion Art Gallery. Council facilitated a hyperlocal response to the Bondi Beach terror attack through artistic expression, for Jewish and local community. Gertrude and Alice Bookstore partnership for Talks & Ideas programs and Sharmill Films for presentation of National Theatre Live screenings in the Bondi Pavilion creative program continued



Identify and secure funding and sponsorship opportunities for ongoing and new events and programs that provide tangible community benefit

Council delivered the first six months of the two-year multi-year Create NSW funding for the Bondi Pavilion creative program



Grow community and event capacity to expand cultural and creative sector profile and impact

Facilitate opportunities for local creatives to pursue professional development, project work and presentation outcomes

The Local Creative Collaborations program was expanded to include an Artist Studio and Music Studio program. The expansion was successful with five Artist Studio residencies, two Yalagang Room residencies and one music studio residency



1.5

Protect and grow the stock of affordable housing

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.5.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness 	Deliver housing that addresses community needs Partner with Eastern Suburbs Homelessness Assertive Outreach Collaborative to address street homelessness	Review and update Council's housing policies to ensure they are fit for purpose Coordinate annual street count	● ●	Preparation of the draft Affordable Tenancy Policy was completed and Council endorsed the Policy for exhibition in June 2026 Council participated in the Annual Street Count held in February 2026. Twenty-two people were counted experiencing homelessness in the Waverley LGA
1.5.2. Grow the provision of social and affordable housing 	Explore opportunities to add new affordable housing stock to the program	Develop new affordable housing stock at 2A Edmund Street	●	The design and construction tender was closed in December 2025. Construction commenced in April 2026 and is expected to be completed in August 2026
1.5.3. Advocate for increased diversity of housing stock that is affordable and accessible 	Review policies to balance future housing supply with affordable housing and greater dwelling diversity to provide housing choice	Investigate apartment mix controls	●	Council staff investigated the potential for DCP amendments, considering current supply, demand and occupancy patterns for larger apartments, local housing needs, existing State planning policies and design guidance. A report was presented to Council in October 2025



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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.6.1. Deliver programs and services to foster social cohesion, reduce isolation, increase community connections and improve wellbeing 	Partner with others and strengthen connections to build resilience, including specialist service networks, volunteering options, grant supported initiatives	Utilise networks to activate spaces and facilitate a themed program of community engagement activities		The Community Services Grants Round was completed in July 2025, and the Small Grants Rounds were completed in October 2025 and May 2026. The Repair Café hosted two events and the Volunteer Expo was held during the National Volunteer Week 2026. Council established a community choir in consultation with St Luke's Care to reduce isolation in October 2025
		Develop communication tools to reach Waverley's diverse communities, showcase local initiatives and increase visibility of positive impacts		Council supported a youth-led Instagram page to raise awareness of the Beach Bash 2026 event awareness and increase registrations. The event was held in April 2026
		Support connections through gardening in public spaces		Waverley Community Garden hosted Working Bees and an education session. A new partnership with Grow It Local delivered community education through two sessions at the Waverley Community Garden. Gardening at Waverley Cemetery hosted sessions on Sunday and Wednesday. New Shared Gardening groups were established at Biddigal Reserve and Francis Street, Bondi. The Waverley Garden Awards were hosted in Spring 2025

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

1.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.6.1. Deliver programs and services to foster social cohesion, reduce isolation, increase community connections and improve wellbeing 	Provide community information, education and development programs	Strengthen the capacity of local services and the community to respond to community safety and wellbeing issues such as domestic violence, elder abuse, child safety, and intergenerational connections	●	Council arranged psychosocial support at Bondi following the December 14 terrorist attack. A range of agencies, including NSW Health, the Red Cross, Lifeline and the Disaster Recovery Chaplains Service provided support within 12 hours of the attack. Council assisted the NSW Reconstruction Authority in establishing the Community Hub at Bondi to assist the community with legal, practical and psychological support. Three 'Finding Support and Strength in Difficult Times' sessions were held in partnership with the NSW Premier's Department. Accidental Counsellor training was offered as part of National Volunteer Week
		Deliver community education to improve awareness, knowledge and skills around issues of consent	●	Superstars Program for families with children 0-5 years was delivered in March 2026 in partnership with Body Safety Australia
		Facilitate a series of end of life support activities to increase people's understanding of options and choices	●	Three death cafes were held in Waverley, two in Woollahra and one in Randwick. Themes discussed included choices on end-of-life options at home, burial and non-religious services, managing social media accounts post death, legal requirements, death doulas and their services
		Deliver a series of ages 0-5 parenting programs to improve capacity and confidence in families under the Targeted Early Intervention Program	●	Council delivered parent programs including Tuning into Kids (March 2026), Starting Schools Forum (May 2026), Teddy Bears Picnic (March 2026), Storytime at Playgroup- Family Week (May 2026)

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

1.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
1.6.2. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal management, safety and risk reduction 	Improve and standardise beach safety approaches in consultation with NSW Local Government Coastal Safety Group	Deliver beach safety management services and education programs including Summer Safe Program	●	The Stay Safe this Summer Campaign was launched in November 2025 to educate our community, visitors and overseas tourists on the simple steps they can take to stay safe at our iconic beaches
		Participate in regular meetings with external stakeholders on coastal risk and safety management	●	Council staff attended six Coastal Safety Group Committee meetings in 2025-26, including the Annual CSG Water Safety Conference held in May 2026. The event focused on the role of land managers in managing coastal risk, with presentations and discussions covering topics such as- Coastal Safety & the Law, Signage, Public Rescue Equipment and Cameras and a 'think outside the box' of Lifeguard services
1.6.3. Partner with key stakeholders to create awareness, prevent, and respond to health and safety issues 	Prepare and implement strategies to support health and safety outcomes	Partner with NSW Police to respond to complaints relating to breaches of DA conditions for hours of operation	●	Council staff conducted inspections in response to complaints regarding breaches of development assessment conditions. With regulatory changes, this role is primarily managed by Liquor and Gaming NSW and has led to a reduction in joint Police late trader inspections
		Partner with NSW Police and Councils Events to patrol beaches and parks during the peak season	●	Council staff undertook beach and park patrols in partnership with NSW Police as part of the Summer Safe Campaign
		Undertake inspections of food business for compliance with food safety regulations	●	In Q3, 118 primary food premises inspections were conducted, and 65 were conducted in Q4. Two draft prevention notices and one notice were issued during the period. Eight orders were issued, including improvement notices, partial and full prohibition orders. Approximately nine per cent of food premises have signed up for the Scores on Doors program
		Undertake daily patrols to ensure compliance with the Companion Animals Act 1998	●	Daily patrols of on-leash areas were undertaken in line with service standards. In Q3, there were 65 animal-related complaints and Q4, 72 animal-related complaints. Of the total complaints received, six remain under investigation

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

Performance measures

MEASURES	BASELINE	TARGET 2026	ACTUALS
Positive community and stakeholder feedback for evaluated events	91% positive feedback for evaluated events (2020)	85% positive community and stakeholder feedback	97.5% positive feedback for evaluated events
Number of new arts and events sector partnerships to facilitate growth for our cultural and creative sector	15 existing/ ongoing events and program partnerships (2023)	Maintain	New: 13 Existing: 8
Number of cultural grants supported by Council	8 (2023)	10	21 grants awarded
Increased participation/attendance at arts, culture and events programs and activities	60% attendance (2023)	5% increase in participation/ attendance rates across arts, culture and events programs	66%
Growth in Local Artists Register network	165 (2024)	Grow by 8%	231% growth
Number of engagements with/of local creatives and suppliers	10 (2023)	15	34
Bondi Pavilion utilisation rates (all hirers)	3,000 bookings (2023-24)	Maintain	4,954 (25/26)
Library membership	30% of population (June 2023)	35% of population	42%
Library visitation	360,000 visits (2023-24)	380,000 visits	560,000 visits
Library circulation	350,000 loans (2023-24)	360,000 loans	440,000 loans
Tenant satisfaction with Council's affordable housing portfolio	88% satisfaction rating (2023-24)	Maintain	NA. Portfolio was transferred to external service provider
Children and Family Services – Early Education Centre and Family Day Care National Quality Standards	Meeting Rating (2024)	Maintain	Meeting- (Bronte EEC, Gardiner EEC, Family Day Care) Exceeding- (Mill Hill EEC, Waverley EEC)
Children and Family Services – Early Education Centre and Family Day Care Utilisation	94% (2024)	Maintain (90%)	12 month Average = 93.9%
Number of activities/programs improving social cohesion and community connections	25(2024)	Maintain	30
Waverley Community and Seniors Centre utilisation	Average of 850 monthly attendances (2024)	Maintain	Maintained



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

Place: Our Context

Waverley has an amazing coast and beaches which are loved by locals and visitors alike. Bondi Junction is an active employment and commercial centre and 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 7,841 persons per square metre in 9.2 km², there is a need to continue to provide more housing to accommodate future population growth in Sydney more broadly.

Waverley Council has always been committed to managing development in the local area. Managing development typically 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 character, density, heritage, and culture of the local area 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. Waverley's own planning tools attempt to accommodate this growth in areas and ways that are most appropriate to the Waverley urban fabric and the interests of residents.

Waverley 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 that is available, the more car travel will be encouraged, and congestion will ensue.

Transport measures considered for Waverley include greater 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 Waverley 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 own operations but also for 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 Managements (POMs) 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. Waverley Council has approximately 100 hectares of open space, over 132km of roads, 246km of Kerb & Gutter and 222km of footpaths used by approximately 70,000 residents, 27,000 workers and over 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 amenity. Technology and material advancements along with ease of travel and online access to initiatives and improvements elsewhere mean local neighbourhoods, public spaces and facilities, not to mention means of interacting with Council, are readily compared to the latest innovations and designs worldwide.

Place: Our Objectives

What will we focus on?

2.1



Climate resilience and reduce greenhouse gas emissions

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

2.2



Biodiversity

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

2.3



Manage development

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

2.4



Traffic, transport and parking

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

2.5



Safe and accessible open spaces

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

2.6



Accessible and sustainable assets

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

2.7



Sustainable waste and organics collection

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

2.8



Clean and litter-free public spaces

Keep public spaces, clean and litter-free

Place: Strategies

How will we achieve our focus?



2.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.1.1. Continue to reduce GHG emissions to achieve net zero emissions for Council by 2030   	Implement actions to reduce Council greenhouse gas emissions	Purchase 100% renewable energy and optimise energy use		Council has purchased 100% renewable electricity through the SSROC electricity agreement with Zen Energy. There has been a reduction in electricity consumption over the last two years through the change in main road street lights to LEDs
		Continue the transition of Council's passenger fleet to electric vehicles where suitable vehicles are available		Electric Vehicle induction training was completed, and Council officers continue to monitor the EV market for advancements in EV utility vehicle technology
		Measure and report on scope 1, 2, and 3 emissions		The Annual Report on Scope 1 and 2 emissions was presented to the Council. The full year Scope 1 and 2 emissions will be available when billing is finalised in July/August 26

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

2.1 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.1.2. Support GHG reductions to achieve Net Zero emissions for the community by 2035 	Enable sustainability and resilience upgrades in the built environment and assist local business optimise energy use	Deliver Building Futures program to reduce energy use and increase solar in apartments in Waverley		Nine energy audits were completed. Tariff savings of \$26,205 / year was identified (\$2,900/site). Three buildings received LED lighting upgrades with motion sensors and step-dimming controls. One site installed a water pump timer and, another site updated the lift room and HVAC control settings
		Support electrification and solar installation on homes, businesses and community buildings		Nine solar conversations were held with apartment buildings and five with houses/dual occupancies. Council supported two apartment applications with the SOAR grant and participated in five Smartplug EV assessments. Energy Smart Business grant pilot with four actions across three small businesses, including energy efficiency upgrades to ice maker, chest freezer, fridge/freezer and HVAC were delivered
	Continue to deliver the Net Zero Alliance to enable businesses and the local community to reduce greenhouse gas emissions.	Facilitate the local community to purchase 100% renewable electricity		Council has worked with Ausgrid to promote their smart meter rollout so customers can benefit from the Solar Sharer Program to increase the usage of renewable electricity in Waverley.
		Provide a public EV charging network to the local community to increase electric vehicles (EV) in Waverley		Council has installed and facilitated a comprehensive Public EV Charging Network in the eastern suburbs through the Randwick, Waverley and Woollahra Regional Environment Program

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

2.1 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.1.3. Ensure Waverley's assets and community are resilient to climate change impacts   	Assess and address climate impacts to improve resilience of assets and support our community to adapt	Progress the Coastal Management Plan (CMP) to stage 3 including seawall and coastal inundation vulnerability assessments to ensure the long term resilience of our coast		Stage 2 of the Coastal Management Program is nearing completion, with all assessment reports complete. These are proposed to be presented to Council in 2026-27, to progress to stage 3
		Engage community to build local preparedness to extreme events through the Waverley Resilience Framework		Data loggers were installed over the summer of 2025-26 in Dover Heights to monitor temperatures, heatwaves and comparisons across Sydney. Council ran a Climate Risks and Resilience workshop as part of Climate Action Week, outlining climate data, resilience and asset management in a Council context to the local community
		Revise and implement Climate Change Risk Assessment and Adaptation plan		The draft Climate Financial Risk Disclosure Report has been prepared



2.2

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.2.1. Protect and increase our biodiversity, parks, urban canopy cover and habitat areas 	Improve the condition of non-remnant native vegetation on public land and reinstate indigenous vegetation in Councils' parks and reserves	Continue to implement the restoration of Bronte Gully and Tamarama Gully	●	Bush regeneration contractors have worked at these locations delivering the annual program to improve native vegetation
		Deliver the Biodiversity Action Plan- Remnant Sites to protect remnant vegetation and threatened species and plant communities	●	Biodiversity Action Plan- remnant sites had contractors engaged across the Waverley sites, delivering the annual program
		Deliver the bushcare volunteer program to engage the local community and improve local biodiversity	●	Regular bushcare meetings are being held at the Bronte Gully, Bronte Waterfall and Hugh Bamford Bushcare Groups. The Waverley Cemetery Gardening Group met multiple times each month to improve local biodiversity around the Cemetery
	Increase community stewardship of natural environment	Deliver the Living Connections Program and support community gardening opportunities	●	During the reporting period, 24 new members created a habitat garden. Council has more than 500 members/habitat gardens. Council partnered with IndigiGrow, the Indigenous social enterprise Native Nursery, to provide residents with two free endemic native plants. One hundred and eighty households signed up. Peter Cooley, CEO of IndigiGrow, presented a talk at the library titled "Gardening with Native Plants and Indigenous Perspective" which 40 people attended. An ecologist delivered a talk on Gardening for birds, bees and butterflies was delivered
	Implement the Urban Greening and Cooling Strategy	Continue to implement annual tree planting program in public spaces and streetscapes	●	Thirty-one trees were planted in Q3 and 109 trees were planted in Q4

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

2.2 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.2.2. Improve water efficiency and water quality 	Improve water quality and conserve and secure local water supplies	Work with Sydney Water to progress the Diamond Bay Vacluse Refresh project to reduce untreated effluent reaching our coast	●	Sydney Water has progressed to 100% design for this project and released an amended Review of Environmental Factors in June 2026
		Maintain storm water quality improvement devices including Gross Pollutant Traps (GPTs) and raingardens	●	Gross Pollutant Traps and raingardens are regularly (bi-monthly) cleaned and maintained
		Continue to minimise potable water use through recycled water systems at Bondi, Tamarama, Bronte, Barracluff Park and Waverley Park	●	Recycled water systems are all operational and have continually reduced potable water use in Waverley throughout the financial year
2.2.3. Support the community to address environmental issues 	Deliver engaging environmental education programs and projects and champion community environmental action	Deliver monthly news, educational events and support the community to take local environmental actions	●	The monthly e-news has occurred, and there have been regular and ongoing environmental events and activities

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



2.3

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.3.1. Respond to community concerns on development through robust community engagement, data collection and education on planning issues 	Enhance community engagement and educate on planning processes	Undertake community education on planning matters such as development assessment lodgement, affordable housing, Voluntary Planning Agreement process, and processes of the Land and Environment Court	●	Council completed four individualised training sessions with the Precinct Committees and their DA representatives. The topics covered included the DA representative's role in the Precinct, the NSW Planning Process, the process of the Land and Environment Court, and lodging a submission. Council is also in the process of preparing more information regarding the DA process, including Frequently Asked Questions (FAQs) on the Stop the Clock process and Deferred applications. Council has also finalised the Planning Proposal animation, which will be available to view on Council's website
		Undertake a follow up survey of the community experience of the impacts of development on Waverley	▶	The liveability components impacting the LGA will be incorporated into the Waverley Community Survey 2028
		Expand and educate residents on the Book a Planner service to improve the quality of planning applications	●	In-person and online book a planner meetings were conducted by Duty Planner to advise on general planning matters to the public
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 	Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)	Assess all applications against relevant provisions of the LEP and DCP and other relevant environmental planning instruments and legislation	●	All applications were assessed against statutory and non-statutory planning instruments
		Provide timely determinations of applications for development	●	Continuous improvement of templates for assessment is in place and Council is adapting to the latest reforms, including changes to mods (14 days 4.55(1)), changes to the Planning Portal to accept amended plans, and met targets for assessment

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

2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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 	Ensure new development demonstrates design quality and excellence	Review the criteria for referral of development applications to the Design Excellence Panel	●	The Panel continued to provide specialist advice to the development assessment process, architectural design and design excellence to ensure that development approved by the Council exhibits design excellence. The current criteria for referral and types of development reviewed was identified as appropriate, efficient and cost effective. The Panel was reappointed for a further 24 months
	Ensure the community infrastructure needs of the incoming population is planned	Review and update Voluntary Planning Agreement Policy to ensure the principle of value sharing /value capture is maintained	●	The review of the Voluntary Planning Agreement Policy was completed and the Council adopted the Policy in August 2025
		Assess and deliver public benefits from voluntary planning agreements	●	The public benefits are reviewed on an ongoing basis and delivered as required
	Review and update planning controls/ strategies	Update planning controls annually	●	The planning controls update was completed in Q1. The next General Local Environmental Plan and Development Control Plan updates are underway and is scheduled to be completed in 2026-27

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

2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.3.3. Ensure development is undertaken in accordance with required approvals 	Ensure development meets the requirements of the development consent and relevant legislation	Respond to complaints for breaches of DA in relation to illegal use.	●	In Q3, 77 complaints relating to unauthorised use and breach of DA conditions were received and investigated. In Q4, 76 complaints relating to unauthorised use and breach of DA conditions were received and investigated
	Provide efficient and professional pool certification	Undertake swimming pool inspections in compliance with the <i>Swimming Pool Act 1992</i> and <i>Regulation 2018</i>	●	All 70 high risk pools have been followed up for compliance
	Ensure buildings meet current fire safety standards and existing buildings are upgraded	Undertake fire safety assessment of new developments where Council is the certifier	●	In Q3, 17 DA fire safety referrals were received and completed. In Q4, 14 DA fire safety referrals were received and completed
		Undertake fire safety inspections where fire safety compliance issues are reported to Council	●	In Q3, five fire safety complaints were received and investigated. In Q4, five fire safety complaints were received and investigated with two ongoing
	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Undertake building site inspections in accordance with a proactive inspections and patrol plan	●	In Q3, 143 patrols to building sites were conducted and in Q2, 157 patrols were conducted
		Undertake compliance actions for illegal building works notified to Council	●	In Q3, 80 complaints relating to unauthorized work were received, with 32 of these being for structurally unsafe buildings. In Q4, 73 complaints relating to unauthorized work were received, with 22 of these being for structurally unsafe buildings. Of all the complaints received 39 remain under investigation

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

2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.3.4. Create vibrant, liveable and accessible mixed-use centres 	Prepare and implement Bondi Junction Master Plan	Prepare and consult the community on the Bondi Junction Vision and Master Plan	●	Following the adoption of the Bondi Junction Vision in December 2025 the draft Bondi Junction Master Plan was developed and presented to Council in May 2026 for placement on public exhibition. Public exhibition concluded in June 2026, with outcomes to be presented to Council in July 2026
	Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036	Complete Charing Cross Streetscape	●	Civil, landscaping and electrical works at Charing Cross were completed including kerb and gutter realignments, stormwater works, WSUD structures, road reinstatement, pedestrian crossings, road and parking related signage and line marking works, undergrounding of electrical services, replacement of streetlighting with Council owned assets, installation of street furniture and fixtures, footpath pavement replacement, heritage interpretation elements and associated signage, street trees and gardenbed installations
		Finalise design for North Bondi shops and Bus Terminus upgrade	●	North Bondi Shops and Bus Terminus upgrade concept design was completed. Council approved the design at its meeting in April 2026 to proceed to detailed design and construction in 2026-27
		Develop design for Rosebay North Upgrade	●	Civil design has been completed to tender ready stage and submitted to Transport for NSW (TfNSW) for final approval to undertake works on the State Road. ASP3 Electrical Design to undergrounding power has been completed and submitted to Ausgrid for approval. Construction is scheduled for 2026-27
	Ensure street infrastructure is comprehensively equipped to support decorative and program-led enhancements	Enhance place management outcomes through Planning Agreements, Development Application requirements and arts and culture programs	●	Development related public art was approved for 55 Grafton Street, Bondi Junction and 100 Ebley Street, Bondi Junction
		Deliver an annual program of public art as outlined in the Public Art Masterplan	●	“In them we see ourselves” joint public artwork with Woollahra Council was installed in June 2026. Three artists painted new murals on the Bondi Beach Sea Wall. Council embarked remedial work with the Landart group. Mural spots 1-22 were cleaned, stripped back and rendered, and more than eight applications were processed for approval

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

2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.3.5. Celebrate, enhance and protect Waverley's heritage and character 	Implement Waverley Heritage Policy	Provide a heritage referral service for relevant DAs and assess heritage impacts for planning proposals, strategic studies and infrastructure or capital works as required		Heritage referrals are provided within timeframes
		Investigate opportunities to further strengthen planning controls for the retention or adaptation of existing Inter-War Art deco buildings		The Waverley Heritage Policy Implementation planning proposal received from the NSW Department of Planning, Housing and Infrastructure (DPHI) gateway determination to proceed to public exhibition
		Organise an annual heritage and design awards program		Awards are scheduled and planning is completed. waverley.nsw.gov.au/planning/heritage/waverley_design_and_heritage_awards_2026
	Implement Aboriginal Heritage Study	Prepare the Aboriginal Cultural Heritage history of the LGA and Eastern Beaches		Preparation of the historical section of the Aboriginal Cultural Heritage History of the LGA and Eastern Beaches is completed. Further work to complete the Aboriginal Heritage Study is in progress and scheduled for completion in 2026-27
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Deliver Quinn Road Memorialisation Wall Project to provide additional high quality ash internment sites		Construction commenced in April 2026, with completion expected in August 2026

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



2.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.4.1. Deliver an integrated transport solution that balances the needs of pedestrians, bike, public and private transport users 	Work with partners and advocate for improved public transport in line with the State Bus Industry Taskforce recommendations	Deliver accessible new bus shelter and improve bus zones for enhanced bus priority	●	All new accessible compliant advertising bus shelters have been installed equating to 53% of the bus shelters planned for the upgrade. The remaining is planned for 2026-27
		Assess bus delay hotspots and identify potential opportunities for improvements	●	A strategic assessment of bus delay hotspots and network performance across Waverley was completed, identifying priority corridors and evidence-based improvement opportunities to support Council advocacy with TfNSW and bus operators for improved public transport outcomes. The study provides the foundation for ongoing discussions with key stakeholders to prioritise and progress future improvements, recognising that implementation will require collaboration with external authorities, statutory approvals, funding and staged delivery over multiple years
		Finalise design for North Bondi shops and Bus Terminus upgrade	●	North Bondi Shops and Bus Terminus upgrade concept design was completed. Council approved the design at its meeting in April 2026 to proceed to detailed design and construction in 2026-27

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

2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.4.1. Deliver an integrated transport solution that balances the needs of pedestrians, bike, public and private transport users 	Prepare and Implement the Bike Strategy	Consult on and finalise the Bike Strategy and commence delivery of priority actions		Council progressed key initiatives under the Bike Strategy and Action Plan 2025–2035 to enhance local active transport and safety. Achievements include progressing the Bondi Beach to Rose Bay Key Route. Curlew Street Cycleway construction was completed, and Council launched a new dockless bike-share management strategy with more than 60 dedicated on-street parking zones to minimise footpath clutter. Council also completed safety upgrades near schools at key intersections, including Gould Street/Warners Avenue and Blair Street/Mitchell Street to improve walking and bike riding safety for children and parents to local schools. Council also promoted active transport through dedicated bicycle hubs, free tune-up clinics and bike valet parking at major events
		Identify and implement designated parking locations for share bikes		Council is continuing to roll-out second tranche of share bike parking bays. Council launched a new dockless bike-share management strategy with more than 60 dedicated on-street parking zones to minimize footpath clutter. Council successfully launched shared e-bikes Facts and FAQ's dedicated Council webpage to help inform residents about shared e-bikes and Council initiatives
		Complete delivery of the Curlew Street separated bike facility between Glenayr Ave and Old South Head Road		Approximately 70% of the bike path between Old South Head Road and Glenayr Avenue has been constructed. Preliminary works for the traffic signals at the Glenayr Avenue intersection have been completed, including footings for the new TCS posts
		Commence planning to deliver first Quietway		Quietways are integrated into the Bike Strategy and Action Plan 2025-2035

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

2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.4.1. Deliver an integrated transport solution that balances the needs of pedestrians, bike, public and private transport users 	Prepare and implement the Walking Strategy in alignment with the Bondi Junction Master Plan	Consult on and finalise the Walking Strategy and commence delivery of priority actions	●	Consultation on the draft Walking Strategy was completed in June and July 2026 to inform the final Strategy. Walking infrastructure to improve safety near schools were completed at Gould Street/Warners Avenue and Blair Street/Mitchell Street
		Commence delivery of two priority locations identified in the Walking Strategy	●	Implementation of priority projects at Gould Street/Warners Avenue and Blair Street/Mitchell Street were completed
		Develop and implement a new kerb ramp program	●	The kerb ramp program seeks to improve accessibility and safety at footpath crossings. These objectives have been incorporated into specific intersection upgrades installing continuous footpath treatments for enhanced accessibility and safety near schools at key intersections including the completed Gould Street/Warners Avenue and Blair Street/Mitchell Street projects
		Deliver one street activation project	●	Council supported several street activation projects including Glenayr Avenue Street Party in October 2025 and Spring Street Xmas Market in December 2025
	Promote road and active transport safety and education	Prepare a safety and travel behaviour progress report and develop two promotional/educational campaigns including the Safe Walking to School Program	▶	Council is working to identify ideal platforms for broader community communication of the materials including a Transport Snapshot and educational vignettes

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

2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.4.2. Manage congestion, improve safety, and deliver traffic calming opportunities to ensure a safe network for all users 	Implement 40km/hour speed limit changes in areas north of Bondi Road	Undertake Hunter Ward Local Area Traffic Management Study	●	Council completed the Hunter Ward Local Area Traffic Management Existing Conditions Assessment Report and the first round of Hunter Ward Local Area Traffic Management community consultation seeking community feedback on issues and opportunities for traffic management improvements. Hunter Ward LATM priority locations report is scheduled for August 2026 Council meeting
	Complete implementation of the Bondi Local Area Traffic Management projects	Implement key Bondi Local Area Traffic Management Study projects	●	Consultation is completed for all locations. Council approved five locations, and further design work is progressing
	Deliver Traffic Calming Initiatives	Deliver priority location traffic calming and safety projects at Leichhardt Street, Ruthven Street, Grafton Street, Murrivierie Road, and Hewlett Street	▶	Ruthven Street and Leichardt Street speed humps have been implemented. Murrivierie and Mitchell/Hardy intersection and Hewlett Street design were approved. Grafton Street design work is ongoing
		Prepare and implement a traffic calming policy project to better manage and prioritise suitable streets	●	The Policy is integrated into the Walking Strategy
2.4.3. Manage parking supply and demand to balance efficient and equitable outcomes 	Implement the outcomes of the Resident Parking Scheme reviews	Complete the Resident Parking Scheme review process and commence implementation	●	Council completed phases 1 and 2 of the review process including the first round of community consultation and detailed existing conditions report. In March 2026, Council endorsed the RPS Review recommendations to go on round 2 consultation to ensure key strategies are thoroughly tested with the community. Digital parking permits were introduced making the process simpler, more convenient and easier to use

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

2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.4.3. Manage parking supply and demand to balance efficient and equitable outcomes 	Implement smart parking technology in alignment with Resident Parking Scheme outcomes	Scope the needs and opportunities associated with smart parking technology	●	Council launched digital permits, a digital solution to handle and manage parking permits, enabling community members to apply for permits online
	Manage kerbside space, development, and construction activities considering multiple user needs	Develop driveway clearance, access, and manoeuvrability technical guideline	▶	Preliminary work is ongoing in line with relevant Australian Standards and external service authorities to inform the internal technical guidance document
2.4.4. Optimise efficiency of parking sensors and parking metres to provide better transport and parking outcomes 	Maintain cost-effective technology, policy and process improvements	Maintain and monitor parking sensors to ensure complete operation in Bondi Beach, Bronte Cutting, Victoria Street Car Parking and accessible parking spaces for disabled persons in commercial and tourist areas across Waverley LGA	●	In Q3, 107 fines were issued for disabled parking infringements and in Q4, 162 fines were issued. Only 50% of sensors are currently functioning and a decision was made to decommission this service
	Ensure residential and commercial parking areas are patrolled	Patrol residential and commercial parking areas in compliance with the residential parking scheme and enforce parking regulations	●	Daily patrolling of parking areas and residential parking scheme areas are undertaken seven days a week

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



2.5

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.5.1. Increase the capacity of existing active recreation spaces through embellishment and upgrade works 	Deliver park upgrades in line with Parks Plan of Management and the Open Space and Recreation Strategy	Deliver Waverley Park Stage 3 upgrades – Intergenerational Fitness Station	●	Construction was completed in June 2026 and was open to the community from 18 June 2026. The twelve week landscape establishment period commenced
		Design, consult and commence construction of a half court basket ball court at Bondi Park	●	Location change to skate park required the project to recommence based on the new location. Concept Plan and community consultation were completed in May 2026. A pop up basket ball court was installed for community use
2.5.2. Provide safe, accessible and diverse spaces and facilities for different users 	Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles	Continue to deliver a range of safe and accessible recreation programs to promote active and healthy lifestyles	●	Council continued to offer a range of programs to promote an active, healthy lifestyle. Forty-two school holiday programs were delivered. Four hundred and four sessions were organised for seniors, and ninety-five community fitness sessions were organised
		Develop strategy and funding plan to deliver accessibility improvements for Bondi to Bronte Coastwalk	●	The Strategy is embedded in the draft Coastal Reserves Plan of Management and other relevant adopted coastal PoMs for Bondi Park, Tamarama Park and Bronte Park. The Long Term Financial Plan includes the funding plan to deliver the project
		Complete the Bondi Park Stage 3 lighting upgrades	▶	Procurement to progress Bondi Park Stage 3 lighting upgrade was completed and work commenced in June 2026
		Implement SAMP park lighting replacements	●	Works were incorporated as part of the Bondi Park Stage 2 lighting upgrades project
		Continue to optimise the utilisation of community venues, sports fields and recreation facilities to balance competing demands of community, organised and commercial activities	●	The combined total of bookings for 2025-26 was 17,156. Council continued to facilitate access to facilities and ensure community sports remain accessible for our local clubs by entering into eleven long-term sports licenses at a subsidised rate

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



2.6

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.6.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community 	Implement the Strategic Asset Management Plan 7	Deliver SAMP7 Renewal Program	●	More than \$2.6 million of capital renewal projects were delivered across road and stormwater infrastructure, including Leichardt Street, Wellington Street, and Pindari Road, in 2025-26. Over \$20 million of other capital projects were delivered, including Charing Cross Streetscape Upgrade, Bourke Street Upgrades, Waverley Park and Marks Park.
		Deliver proactive maintenance activities to ensure all building and civil infrastructure assets meet standards	●	Regular maintenance and inspection program of infrastructure assets were undertaken
	Implement the Asset Management Improvement Plan as noted in SAMP 7	Prepare the asset criticality framework to mature asset management risk and resilience	▶	Prioritisation of the Asset and Work Management System delivery is in progress. The asset criticality framework is carried over to 2026-27
		Establish and document proactive asset inspection programs across all assets including identified critical assets	●	Planned and reactive asset inspections were completed in 2025-26. Condition inspections were undertaken as scheduled. Another 15-20% of the stormwater drainage network via CCTV inspections was completed

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

2.6 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.6.2. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes 	Prepare and implement the next iteration of the Property Strategy	Identify key projects for Strategic Property Review Committee and Council consideration for inclusion in the next iteration of the Waverley Council Property Strategy		Key projects have been identified for the next iteration of the Property Strategy and as part of the Long Term Financial Plan Capital Works
		Consult on and finalise the the Council Chambers on Bondi Road site plan		Interim plan for site post building demolition has been prepared. REF documentation to facilitate demolition and interim park is being prepared and the planning pathway is confirmed
		Implement the outcomes of the Bondi Pavilion-Optimal Space Utilisation review		Council liaised with Heritage NSW to understand Bondi Story Room reconfiguration constraints and opportunities from a heritage perspective

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



2.7

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
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. 	Finalise and deliver the medium term actions in the Resource Recovery and Waste Strategy	Finalise the Resource Recovery and Waste Strategy- Towards a Circular and Zero Waste Community 2025-2032	●	The Bondi Junction Circular Economy Roadmap has been completed
		Deliver the Compost Revolution Program to facilitate composting and worm farming	●	Sixty-three compost bins and worm farms were delivered in 2025-26
	Deliver a best practice 3-bin waste, recycling and organics service	Roll out in-truck equipment for waste system including, tablets, RFID readers and additional cameras	●	Stage 1 of the waste system is complete, including tablets and additional cameras
	Secure Food Organics Garden Organics (FOGO) processing options for domestic and commercial FOGO material	Partner with SSROC on joint FOGO processing procurement	●	Council officers visited organics processing organics facilities across the state and continued working with SSROC in the FOILS project to identify and secure long-term processing solutions for organic materials that delivers quality compost output
	Embed circular economy practices across Council and community	Engage businesses to improve circular practices and decrease waste going to landfill	●	Repair Cafes were organised quarterly. A commercial food organics trial was undertaken in Bronte village to test and pilot organics collection with cafes
	Continue to implement Recycling and Contamination Improvement Program	Develop and deliver community education and engagement projects to increase the recovery of recyclables in the garbage stream	●	Two pop-up events were implemented as part of the National Recycling Week. Council continues its partnership with Recycle Mate to support correct recycling. The app and website widget linked to the A-Z guide are promoted through social media, and in response to requests for education
	Implement a FOGO collection service for residents	Expand trial FOGO service in selected locations and continue to monitor waste stream to determine strategies to improve contamination and service uptake	●	FOGO trial engagement was completed. Final trial outcomes were published, shared via public channels and is being used to inform the delivery plan for future best practice FOGO service

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



2.8

Keep public spaces,
clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
2.7.2. Foster improved problem waste management 	Provide waste collection points and recovery programs for problem waste items	Provide problem waste drop off events for residents and promote local problem waste drop off services	●	Council continued to partner with the City of Sydney and Woollahra Councils. The problem wastes accepted include paints, unwearable textiles and good quality furniture for donation
		Implement a home collection and recycling service for problem waste including batteries, soft plastics, e-waste, clothing, and lightbulbs	●	The home collection service on demand was launched in February 2026
2.8.1. Reduce litter and illegal dumping across Waverley through education and enforcement 	Deliver litter and illegal dumping enforcement program	Actively patrol and undertake complaint investigations to enforce and reduce illegal dumping	●	The camera monitoring/surveillance program for illegal dumping includes 12 operational cameras with one additional camera specifically designed for waste enforcement, as part of the Echidna Trial. Footage is being reviewed regularly to identify breaches. In Q1, 244 merit requests received were investigated for domestic bin issues, and 81 for illegal dumping. In Q2, 246 merit requests received were investigated for domestic bin issues, and 19 were in relation to illegal dumping. In Q3, nine fines were issued for littering and illegal dumping breaches, and in Q4, one fine was issued due to issues raised regarding the ownership of some poles where cameras are installed
		Provide network of infrastructure to reduce litter	●	Council delivered the Moove Smooth illegal dumping campaign in partnership with the NSW EPA. The campaign focused on promoting Council's clean up service with residents that recently moved to the LGA
		Optimise public place bin infrastructure in line with changes to the Waverley streetscape	●	Bin infrastructure is continually reviewed in response to the changing landscape in the LGA

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

Performance measures

MEASURES	BASELINE	TARGET 2026	ACTUALS
Percentage of residents walking	36% (2024)	37%	Data Unavailable
Average daily distance travelled by residents (per capita)	11.5 (2024)	11.3	Data Unavailable
Community Venues bookings (all users)	12,000 bookings (2023–24)	Maintain	17,156
Overall customer experience rating of community venues	4.0 stars out of 5 (regular hirers survey results 2022)	Maintain	4
Percentage of Voluntary Planning Agreement funds allocated to infrastructure upgrade	75% (2024)	75% or more	100%
Percentage of complaints investigated within Service Level Agreement (SLA)	90% (2023–24)	90% of complaints investigated within SLA	92%
Number of patrols	15 patrols per annum (2023–24)	15 patrols per annum	100%
Percentage of food premises inspections conducted as scheduled	100% (2023–24)	100%	100%
Frequency of daily patrols in LGA areas	3 per day (2023–24)	3 per day	3 per day
Percentage of dogs off lead complaints investigated within SLA	95% (2023–24)	95% of reports of dogs off lead complaints investigated within SLA	81%
Percentage of dog attacks reported within timeframes	100% of dog attacks responded to within SLA (2023–24)	100%	82%
Number of complaints for illegal use investigated	95% of complaints to be investigated within SLA (2023–24)	95%	84%
Percentage of pool safety inspection program completed	100% of high risk pools (2023–24)	100% of pools part of the program	100%
Number of DA referrals completed on time (fire safety)	90% (2023–24)	90% assessed within SLA	93%

Performance measures continued...

MEASURES	BASELINE	TARGET 2025	ACTUAL
Number of fire safety related complaints completed within SLA	100% (2023–24)	100% completed within SLA	100%
Number of proactive patrols	35 per year (2023–24)	90% of baseline	100%
Number of complaints related to illegal building works completed within SLA	90% (2023–24)	90% investigated within SLA	91%
Number of sensors and meters repaired	95% sensors to be functioning at all times (2023–24)	95% baseline	50%
Frequency of patrols (residential and commercial)	85% (2023–24)	85% residential and commercial are monitored twice weekly	85%
Number of illegal dumping complaints received and completed within SLA	90% (2023–24)	90% of complaints investigated with SLAs	93%
Council greenhouse gas emissions	1,731 (t CO ₂ -e) (2023–24)	1,400 (t CO ₂ -e) in 2026	1,704 (t CO ₂ -e)
Community greenhouse gas emissions	419,870 (t CO ₂ -e) (2023–24)	374,697 (t CO ₂ -e)	2024–25 data has been requested from Resilient Sydney
Solar installations in Waverley LGA	14,869 KW of installed capacity (2023–24)	18,000 kW of installed capacity	In 2024–25, 16,682 KW of solar was installed in the Waverley LGA (source: Ausgrid). Updated data is likely to be available in Q2
Percentage of Council's electricity demand in NSW met by renewable sources	100% (2023–24)	100%	100%
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl	Pending utility bills based calculation
Beach quality rating	Good (2023–24)	Good	For 2024–25 Council's three beaches all had a 'Good' rating. 2025–26 report will be available in October 2026
Amount of remnant vegetation in Waverley is maintained	6 hectares (2025)	Greater than 6 hectares	Monitoring not completed
Increase in the amount of remnant vegetation in good condition	14% of remnant vegetation in good condition (2020)	15% of remnant vegetation in good condition	Monitoring not completed
Street and Park Trees planted annually	499 (2024)	400 trees	530 trees planted during 2025–26 (48 in Park/Reserves)
Waste diverted from landfill	58%(2020–21)	58%	47%
Reduction in total residential waste per capita	195.31kg/capita (2023–24)	190 kg/capita	188kg/capita
Percentage of applications that meet LEP and DCP are determined within 40 working days after notification	85%	80%	Met

Performance measures continued...

MEASURES	BASELINE	TARGET 2025	ACTUAL
Road renewed/treated program (m2)	28,034m2 (2024)	15,000m2	N/A
Footpath renewed (m2)	2,946m2 (2024)	5,000m2	N/A
Buildings and infrastructure renewals ratio	254.14% (2024)	>100%	N/A
Infrastructure backlog ratio	1.07% (2024)	<2.00%	N/A
Asset maintenance ratio	100.85%(2024)	>100.00%	N/A
Cost to bring assets to agreed service level	0.39% (2024)	0.25%	N/A



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 amenity. 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 investment in upgrading services and infrastructure, however, Council is also 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 of 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 policy and 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 Policy and 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 35,351 registered businesses (July 2026). More than 90% of the registered businesses are small businesses. The annual visitor spending in Waverley \$156 million (June 2026). 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 91.1% in February 2024 to 93.3% in February 2026. The commercial floor space occupancy rate in Bondi Junction increased from 89.4% in 2024 to 92.9% in 2026.

Performance: Our Objectives

What will we focus on?

3.1



Community engagement opportunities

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

3.2



Excellent Customer Experience

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

3.3



Financial Sustainability and Resource Management

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

3.4



Governance, Capacity and Capability

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

3.5



Local Economy

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

Performance: Strategies

How will we achieve our focus?



3.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage  	Implement the Community Engagement Strategy	Partner with community groups and other agencies to engage hard to reach groups on decisions impacting the community Engage Precinct committees on strategic issues	 	Council staff has engaged hard to reach groups via Have Your Say, social media and website updates, through to a physical presence in major centres of the LGA. Precincts continue to be engaged on various strategic decisions including the Bondi Junction Vision and Masterplan, Waverley Walking Strategy, Bondi Half Court, Bondi Local Area Traffic Management, Hunter Local Area Traffic Management, Ageing well in NSW, Waverley's Website, and the Local Parks Plan of Management consultation, VPAs and Planning Proposals. During the reporting period, 29 Precinct Meetings were organised including three Combined Precincts Meetings. Precinct engagement continues to be robust through a variety of formats, , including online, face-to-face and hybrid, as they allow greater participation from a wider group of people
3.1.2. Ensure our engagement practices are accessible and inclusive  	Implement the Community Engagement Strategy	Deliver a Have Your Say pop-up at each ward for the community to engage with Council		Meet the Mayor engagements and four pop-ups were delivered in July and August 2025

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



3.2

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas 	Provide consistent level of customer experience tailored to suit the location, service and/or interaction	Increase and promote opportunities for self service options on the Waverley website		Online services have been delivered for Footpath Seating, and three compliance services across Hoarding, Skip Bins and Temporary Food Premises. Online Waste Services has continued to be well received with an ongoing adoption rate of more than 90%
		Explore and implement website improvements to uplift the Council customer journey with a focus on improving ease of accessibility and navigation of services		Website content improvement, included the development of a content standards framework and new content templates highlighting how to undertake tasks online
	Implement Complaints Management Framework and monitor compliance with procedures	Undertake periodic/ quarterly merit reporting against service level agreements to monitor complaints across Council to improve increased transparency, accountability action and resolutions		Periodic CRM reporting (including automated reports) and access to two dashboard reports are made available for the Executive Leadership Team. The dashboard reports include historical trends in performance and live requests and their status for actioning

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



3.3

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity 	Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans	Undertake Council's Integrated Planning and Reporting (IPR) activities that align with legislative requirements and provide community engagement opportunities	●	The Six Monthly Progress Report for the period 1 July 2025- 31 December 2025 was presented to the Audit, Risk and Improvement Committee in March 2026 and to the Council in April 2026. The Operational Plan 2026-27 was placed on public exhibition from 24 April to 21 May 2026 and adopted by Council in June 2026
	Implement Long Term Financial Plan [LTFP 7 (2025-2036)] and monitor budget on a regular basis	Undertake annual review of LTFP, quarterly budget	●	Quarterly budget reviews were prepared and reviewed by the Executive Leadership Team. The Quarterly Budget reviews were also presented to the Council. The Annual Budget 2026-27 and Long Term Financial Plan 7(2026-2036) were placed on public exhibition from 21 April to 24 May 2026. Council adopted these documents in June 2026
	Implement the Workforce Plan 2025–2029	Review and monthly budget performance reports	●	Monthly Budget Performance Reports were prepared and presented to the Executive Leadership Team for periodic reviews
		Develop and deliver a framework and associated programs a psychologically safe workplace	●	Work continued to strengthen Council's approach to psychological safety and psychosocial risk management, aligned with WHS legislative requirements. Key achievements included updating Council's Managing Psychosocial Hazards at Work Procedure, implementation of guidance for managing unreasonable conduct from members of the public, expansion of employee wellbeing initiatives, and delivery of targeted health, resilience and critical incident support programs. These initiatives continue to strengthen Council's preventative approach to workplace wellbeing and leadership accountability
		Establish a clear internal communications strategy to improve engagement and connection to organisational purpose	●	Progress continued on the development and implementation of Council's Internal Communications Strategy, with a stronger focus on improving organisational connection, transparency and employee engagement. Communication channels have continued to evolve, including greater use of digital and audiovisual platforms to improve information sharing, leadership visibility and connection across a geographically dispersed workforce

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

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity 	Implement the Workforce Plan 2025–2029	Implement a project to improve and streamline the annual performance appraisal process including a transition to an annual cycle	●	Council implemented the transition to an annual Skills and Performance Assessment (SAPA) cycle. During the reporting period, supporting documentation, governance arrangements, manager guidance and employee communications were finalised in preparation for the FY27 assessment cycle. The revised framework provides a more contemporary, streamlined and consistent approach to performance development, capability planning and organisational accountability
		Develop and implement a change management and training framework	●	The Change Management Framework has continued to mature through its application across major organisational transformation initiatives, particularly the WavOne program. Supporting tools, governance processes and targeted training have improved organisational change capability, increased workforce readiness and strengthened adoption of new systems and ways of working
		Continue to prioritise inclusive leadership reinforcing our commitment to the principles of Equal Employment Opportunity (EEO) and embedding the goals of our Diversity and Inclusion Action Plan (DIAP) and Reconciliation Action Plan (RAP) and Child Safe Policy into our practices	●	Work continued to embed inclusive leadership and legislative obligations through existing People and Culture practices, policies and leadership expectations. EEO, DIAP and RAP considerations are factored in recruitment, performance management, and employee relations

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

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity 	Implement the Workforce Plan 2025–2029	Improve internal processes, ensuring service levels are consistently met, and providing high quality support back to the business	●	Work continued to improve organisational efficiency through refinement of workforce processes, position description reviews, improved workforce planning and strengthened business partnering. These initiatives have supported clearer accountabilities, reduced process inefficiencies and positioned Council to further improve productivity and workforce capability into FY27
		Implement strategies to optimise employee efficiency	●	Work continued to improve organisational efficiency through refinement of workforce processes, position description reviews, improved workforce planning and strengthened business partnering. These initiatives have supported clearer accountabilities, reduced process inefficiencies and positioned Council to further improve productivity and workforce capability into FY27
		Implement an ICT platform to support better time and attendance management and streamlined payroll processes and uplift people and culture technological capabilities	▶	Delivery of the TechnologyOne HR and Payroll implementation was rescheduled following a review of organisational priorities and project sequencing. During the reporting period, Council commenced its focus on payroll stabilisation, system remediation and future readiness activities to support successful implementation in the next phase of the digital transformation program
		Implement the Leadership Development Program	●	Leadership capability continued to strengthen through targeted development initiatives focused on coaching, accountability, communication, feedback and leading organisational change. Leadership forums, development activities and capability programs have reinforced a consistent leadership approach aligned to Council values and have laid the foundation for broader leadership development initiatives in FY27

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

3.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability 	Embed financial and environment sustainability across the organisation	Implement financial sustainability review recommendations		The financial sustainability service review and related recommendations were implemented as per the planned program
	Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community	Continue to embed Contract Management Framework and Policy within Council		The Contract Management Framework and Procurement Policy was updated. The Contract and Procurement documents/templates were updated
	Embed sustainable procurement into our activities consistent with Council's sustainability commitments	Assess integration effectiveness of circular economy principles in our sourcing activities		End of year assessment of procurement shows that 67% RFTs/EOIs/RFWs included relevant sustainability criteria with another 8% issued through panels that included ESG criteria
		Embed sustainability across procurement process		Procurement and environment staff provide ongoing advice to staff to ensure sustainability and circularity are embedded in the procurement of goods and services. The catering list is reviewed to ensure these are environmentally and socially responsible
3.3.3. Deliver and review services to increase value for money 	Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services	Undertake service reviews to improve value of services offered to the community		Council's service review program was completed on time and within budget and in consultation with the Audit, Risk and Improvement Committee. The focus for 2025/26 was on profit making businesses in line with our Financial Sustainability Strategy, with three reviews completed in the reporting period. Additionally, Council commenced three reviews looking at cost recovery businesses, with one complete and two ongoing

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



3.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct 	Implement Fraud and Corruption Prevention Strategy	Implement Fraud and Corruption Controls	●	Controls in Fraud and Corruption Control Plan 2025-26 were reviewed and implemented in high-risk areas (Payroll and Finance) and reported to the Audit, Risk and Improvement Committee
		Organise staff training to create awareness on Fraud and Corruption prevention	●	ICAC's Preventing Corruption in Contract Management training was delivered in May 2026. The Ombudsman training on public interest disclosures for executive and HR staff was delivered in April 2026
	Implement regulatory changes to governance practices	Update Code of Conduct, and Code of Meeting Practice	●	The Previous Code of Meeting Practice was readopted in light of disallowance of Model Code. The Code of Conduct refresher training for all staff was developed for roll-out.
		Provide training and professional development for Councillors	●	Chair refresher training was completed on 30 January 2026 and 20 February 2026 Councillors continue to complete professional development courses in line with their individual training needs. Potential training opportunities are also flagged with Councillors
	Promote good financial governance, internal control and risk mitigation practices	Review and update financial policies, systems, procedures and business processes to improve efficiency and effectiveness and align with financial sustainability	●	Policies and Procedures reviewed include Investment Policy, Reserves Strategy, Staff Reimbursement Procedure, Credit and Purchasing Card Usage Procedure, and Procurement Procedure

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

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct 	Implement an enterprise risk management framework	Work with the community, emergency services and relevant agencies to build capacity and resilience to prevent, prepare, respond and recover from emergencies		Business Continuity Plan was finalised, including response protocols and recovery strategies aligned with best practice
		Review organisational approaches to community safety activities		Review of Internal Plan was completed. The Plan addresses Council's operational risks, internal controls, governance and compliance and was tabled at the Audit, Risk and Improvement Committee meeting with findings and management responses to support continuous improvement
		Conduct a business continuity exercise based on a major disruption of operations		The Risk Appetite Statement was prepared and endorsed by Council

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.2. Uphold a commitment to accountable and transparent decision making 	Create community awareness on key decisions affecting the community	Promote and inform the community on key decisions affecting the community through different communication channels		Council has provided regular updates to the community through various communication channels. These channels include Instagram and Facebook, weekly email newsletters and the Have Your Say website which continues to update residents on progress post-consultation closure
		Promote Governance dashboard to better inform community about status of Council decisions		Council publishes the list of all resolutions on its website to enable our community to track Council decisions. Improvements to the resolution tracking sheet include adding a Council department column, and providing it in Excel format (as well as PDF format) to enable filtering and analysis. The status of outstanding Council resolutions is also presented to a Council meeting each quarter
	Meet legislative requirements for financial reporting	Prepare all financial reports required by legislation or requested by government departments and agencies		The 2024-25 year-end Financial Statements audit was completed in October 2025, and the Statements is published on Council website

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

3.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.4.3. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric  	Deliver the ICT Modernisation Program	Uplift core systems such as Finance, HR and Assets		The WavOne Finance solution was stabilised following implementation. The Asset Management stream completed solution design, testing and organisational readiness activities in preparation to go-live in July 2026. The program was rephased to align delivery with organisational capacity, reduce implementation risk and improve change adoption, with HR/Payroll sequencing revised and Customer Service Management established as a focused, standalone initiative delivering Digital Parking Permits, Single View of Customer, website redevelopment, and expansion of digital services
		Continue to implement the Cyber Security Program		Initiatives implemented include the completion of an enterprise Information Asset Register identifying Council's Crown Jewel assets, independent penetration testing of external applications, ongoing vulnerability remediation, governance uplift, and the continued operation of 24/7 security monitoring and incident response capabilities. Work also commenced on improving identity and access management, information governance and cyber resilience planning, positioning Council for continued maturity improvements in 2026-27

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



3.5

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

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.5.1. Promote and maintain a diverse mix of businesses in Waverley 	Adopt and implement Economic Development Strategy	Organise a buy local campaign or program		Spend & Win was delivered in June 2026. More than 465 applications were received for the competition
3.5.2. Strengthen Waverley's economy through night-time activation and create dining precinct and infrastructure 		Ensure planning controls are fit for purpose and support local economy (nighttime/early morning)		The Special Entertainment Precinct Kickstart Grant Program Round 2 awarded Council \$200,000 (excluding GST) for the development and delivery of a Special Entertainment Precinct in Bondi Junction and an additional \$48,500 for Purple Flag investigation

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

3.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.5.3. Ensure the visitor economy is balancing against needs of residents and environment 	Adopt and implement Economic Development Strategy	Facilitate access to Grant Guru platform and provide resources to support local businesses	●	Grant Guru, Waverley Council Grants Hub, a platform that provides grants-related resources to local businesses, community groups, not for profits and individuals was made available free of cost to all stakeholders. A one-stop for all grant needs, the platform provides information on how to find grants, how to write grants, write compelling applications and use prompt search
		Undertake occupancy audit of commercial centres	●	The second occupancy audit for the financial year 2025-26 was completed in February 2026
		Organise annual business awards	●	The Brightest and Best Business Awards was held in October 2025. Twenty-nine businesses won awards this year. The Awards honour the dedication, innovation, and contributions of local businesses that help shape our community. The awards for 2026-27 were launched in June 2026
		Undertake a bi-annual audit of spending and online visitor information to support the local economy	●	The bi-annual audit of spending and online visitor information is undertaken twice annually. The first audit was completed in Q1 and second audit in Q3
		Prepare an annual marketing plan to promote Waverley's local economy	●	The Brightest and Best Business Awards was held in October 2025. Twenty-nine businesses won awards this year. Spend & Win was delivered in June 2026. More than 465 applications were received for the competition

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

3.5 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	ANNUAL ACTIVITY	STATUS	PROGRESS COMMENTS
3.5.4. Creativity and experiences fuel vitality in Waverley and support thriving economic activity 	Implement creative and artistic place activation initiatives	Promote opportunities for local arts/music community to perform/feature in night-time economy	●	Easter and Rising Makers Market events were organised at the Boot Factory, with local marketing featuring young stallholders and musicians. Easter event activities included the Easter Bunny, crafts, circus activities, family bands, and best-dressed competition. Local acts performed at Bondi Firelight, Summer Sounds, Lunar New Year markets and Saturdays at the Park
		Collaborate with local businesses to co-create opportunities for street festival activations to drive audience reach, increase trading opportunities and provide added value to locals	●	Business engagements included preparation of the Charing Cross guide, business directory, spend and win competition and events such as the Lunar New Year Market and the Charing Cross Festival
		Expansion of events/place activation in Bondi Junction and Bondi Beach	●	The Bondi Feeling Bondi Live concert, Bondi Beach, Fuzzy Crowded House and Mighty Hoopla, Mardi Gras season events, Saturday at the Park and MITP at Bondi Pavilion, Barracluff Park and Waverley Park were organised
		Expand Street Performance Policy designated pitch locations to enhance local creative enterprise	●	The Street Performance Policy was updated to include an additional pitch location on Bondi Beach
		Design and deliver local neighbourhood event pathways, and socialise with community	●	Council received the Permit Plug and Play Transport for NSW grant to develop pathways for street festivals. Spring Street Christmas Market was delivered as part of the grant
3.5.5. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant 	Update planning controls to ensure that employment floorspace is prioritised in future development	Integrate employment floorspace as a priority in Bondi Junction Masterplan	●	Employment floorspace is identified as a priority in the draft Bondi Junction Masterplan

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

Performance measures

MEASURES	BASELINE	TARGET 2025	ACTUAL
Number of registered businesses (GST and Non-GST Registered)	38,369 businesses (June 2024)	Maintain at more than 35,000 businesses	35,351 (July 2026)
Total Local Spend (Visitors only)	Average spend per month is \$150 million (67% of total local spend) (2024)	Maintain above \$150 million	\$156 million (June 2026)
Number of events organised	Two events with more than 200 in attendance (2024)	Maintain a minimum of two events and more than 250 local businesses	Business Awards- 200 attendees
Commercial Centre Occupancy Rate (Total for LGA)	Average occupancy across the LGA was 91.1% (2024)	Occupancy across commercial centres in the LGA is maintained above 90%.	93.3%
Bondi Junction Occupancy Rate	Occupancy across Bondi Junction was an average of 89.45% (2024)	Occupancy in Bondi Junction is maintained above 90%.	92.9%
Customer complaints management within SLA	81% complaints closed (2023)	85% complaints closed within SLA	84.84% Based on Historical CRM Data
Number of community engagement channels to reach diverse segments of community	8 (2023)	Maintain	8- see channels below: - Website - Have Your Say - In-person pop-ups - Social media - Media - Print advertising - Digital screens - Mail out letters & brochures
Contact Centre- Average call handling time	3 min 39 secs (2023 Annual average result)	<3 min 30 sec (Annual average result)	4 min 55 secs
Front Counter- Average wait time	4 m 10 sec (88% < 5 mins) (2023 Annual average result)	<5 mins (80%)	4 mins 28 secs
Front Counter- Average service time	7 min 38 secs (2023) (Annual average result)	<7 mins 30 sec (Annual average result)	9 mins 13 secs
Contact Centre- First Call Resolution	7% transfer rate (2023)	Transfer rate (<10%)	6% Transfer rate
Operating performance ratio	0.31% (2024)	>0%	NA

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions
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Performance measures continued...

MEASURES	BASELINE	TARGET 2025	ACTUAL
Own source operating revenue ratio	86.77% (2024)	>60%	NA
Unrestricted current ratio	4.11x (2024)	>1.50x	NA
Debt service cover ratio	32.74x (2024)	>2.00x	NA
Rates and annual charges outstanding percentage	6.31% (2024)	<5.00%	NA
Cash expense cover ratio	8.35 months (2024)	> 3.00 months	NA
Number of Code of Conduct complaints about Councillors upheld in full or in part	0 (2023–24)	0	0
Number of serious wrongdoing complaints about staff upheld in full or in part	5 (2023–24)	0	1
Proportion of requests for information under the GIPA Act (formal and informal) where access is granted in full or in part (excluding withdrawn requests)	72% (2023–24)	75%	Total: 149/164 = 90.8% Informal: 144/158 Formal: 5/6 Data excludes: *Withdrawn requests *Requests still to be decided *Requests where no information is held at all
Regular community and dashboard updates on key decisions impacting the community	Monthly communication of Council decisions; quarterly dashboard update (2024)	Monthly communication of Council decisions; monthly dashboard update	Monthly communication of Council decisions Report to Council meeting each quarter on outstanding Council resolutions Quarterly dashboard update now with additional information and provision in Excel format to allow filtering and analysis
Number of service reviews	2 (2024–25)	2	3
Number of leaders participating in Leadership Development Training	50 (2024)	50	50

STATUS: ● Completed ▶ In progress ▶ In progress - impacted by unforeseen conditions
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WAVERLEY
COUNCIL

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CUSTOMER SERVICE CENTRE

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