



# Delivery Program

2025–2029



WAVERLEY  
COUNCIL

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# Acknowledgement and our Reconciliation Vision

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

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

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

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

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



# Our Community Vision

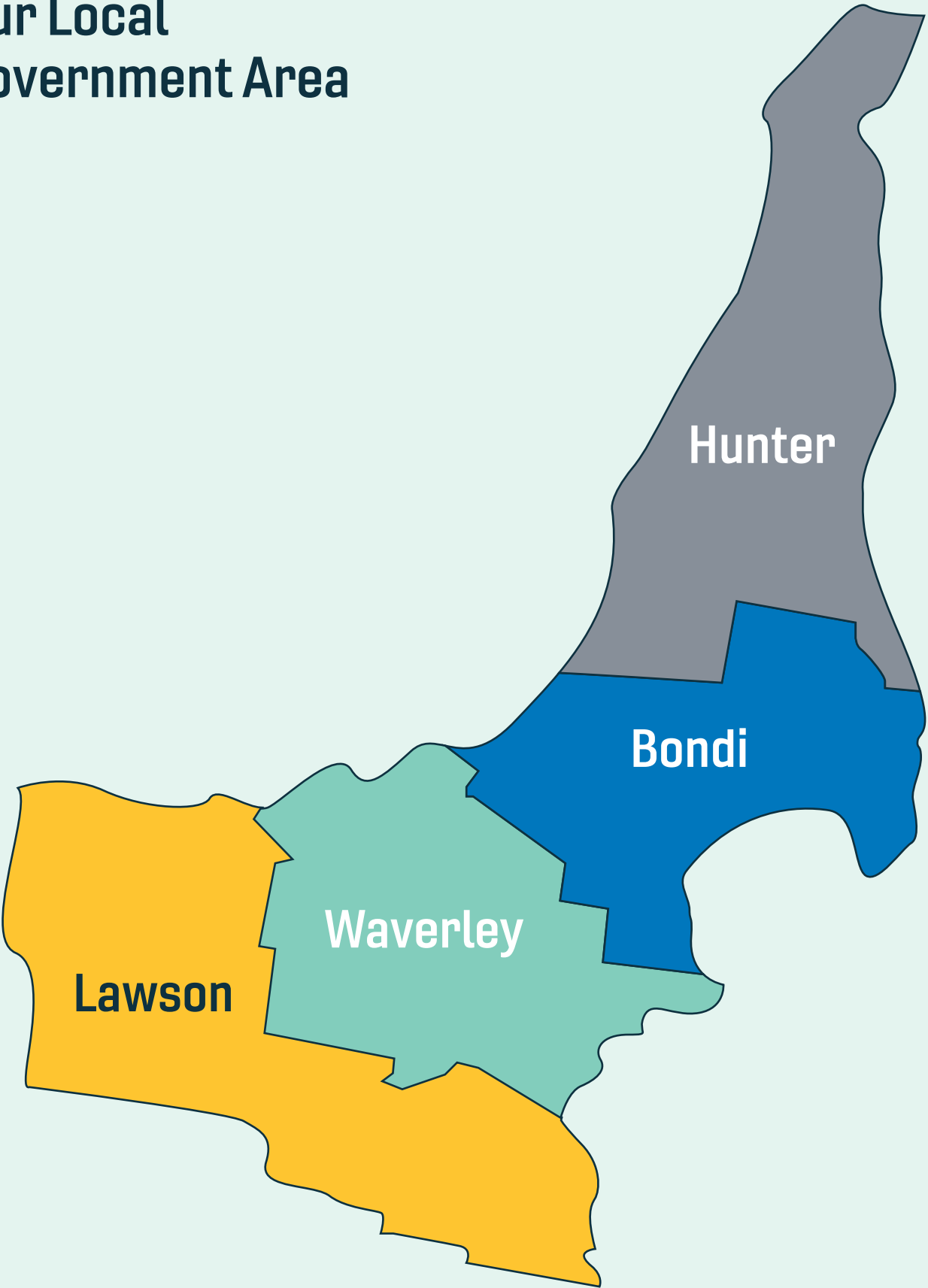
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Waverley is a vibrant and resilient community. We take care of each other, our natural environment and local places. Our community is empowered to collaborate for a sustainable and connected Waverley for future generations.





# Our Local Government Area



# Getting to Know Waverley



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

9.2km<sup>2</sup>



### SUBURBS

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

### ATTRACTIONS

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



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



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

## Population

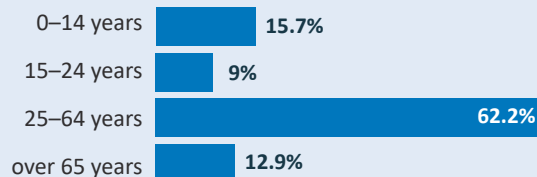
**68,605<sup>4</sup>** → **80,100<sup>5</sup>**  
Total population      BY 2031      Projected population



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

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

### Resident Ages



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



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



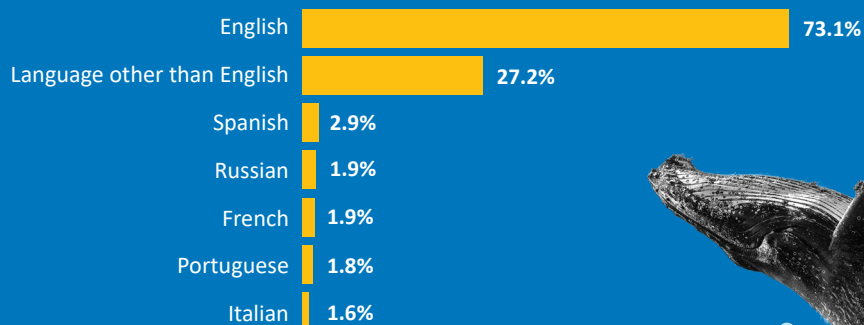
**11,009<sup>11</sup>**  
Jewish community  
16% of our total population



# Getting to Know Waverley

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

### Resident Languages Spoken



## Education

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

**SCHOOLS**

Including primary and secondary schools



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

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



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

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



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

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

## Housing

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

Average household size



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

Renting households

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

Median weekly rent

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

Single person households

## Economy



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

Gross regional product



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

Jobs in Waverley



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

Median total income

### HIGH EMPLOYMENT SECTORS

Retail trade

Healthcare and Social Assistance

Scientific and Technical Services

Services and Education and Training

Accommodation and Food

Professional

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



# A Message from our Mayor

It is my privilege to introduce Waverley's Delivery Program 2025–2029 - our blueprint for the next four years as we work to enhance the facilities and services that make our community such a special place to live, work and visit.



As Mayor, I am committed to ensuring that Waverley not only maintains its high quality public spaces, infrastructure and essential services but sets a bold vision for a better and brighter future.

Over the next four years, we will invest more into our capital works program than ever before ensuring our community benefits from upgraded assets and facilities. This commitment includes over \$200 million in capital works expenditure to renew and upgrade our buildings, living infrastructure, public domain assets such as roads, gutters and verges, sporting and recreational amenities and stormwater drainage.

We will progress a once in a generation Vision and Master Plan for Bondi Junction. This is an aspirational, future-orientated vision centred on a vibrant and activated mixed-use precinct that provides for additional residential accommodation as well as commercial and retail opportunities. This Master Plan will be transformative for our area and include options for a vibrant civic and cultural centre as well as experiential day and night activations and entertainment offerings. We will seek community input as part of this master planning process.

It is crucial that we continue to deliver essential services well, with a focus on quality and value for money. We will ensure we get the basics right coupled with exceptional customer experience so that our community receives the best overall service from Council.

You have told us that public safety and social cohesion is critical to a harmonious and prosperous society. Waverley will continue its important work in promoting social cohesion with improvements to our public domain safety and accessibility across the municipality. As well as continuing to deliver our Cultural Diversity Strategy, we will implement a Strategy to Combat Antisemitism, the first for a Council within Australia. Waverley will continue to support our valued community volunteers and community organisations and work closely with residents, visitors and workers ensuring everyone feels welcomed and valued.

Understanding the importance of innovation and climate protection, Waverley Council will reduce Council greenhouse gas emissions, encourage greater sustainability and promote the circular economy. Council will continue to restore, protect, and improve our natural environment, tree canopy cover, habitat areas and our beautiful coastline.

To ensure Council can deliver these commitments, we are currently working on our long-term financial plan which includes a roadmap for financial sustainability. This is essential so that we deliver not only for today but into the future.

Waverley is an internationally recognised destination. Every initiative in this program has been carefully considered to enhance our community, and our success will be measured through the transparency and accountability you expect. I look forward to working with you to make this vision a reality and make Waverley the best it can be.

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

# A Message from our General Manager

## Welcome to the Waverley Delivery Program 2025.

The program has been developed in response to extensive community engagement on the Community Strategic Plan, and the careful translation of community expectations into programs and the budgets for our organisation.

The Delivery Program is our strategic roadmap of how we will deliver on community priorities over the next four years. Importantly, the Delivery Program contains measures that we will use to check progress and to report back to the community.



The program represents a balance of investment in public works and assets to enhance community life - and the delivery of key services that contribute to community-building and growth. Our unique assets include parks, sports facilities, beaches, bushland, cemeteries, and special community spaces such as the Boot Factory and Bondi Pavilion. Everyone has a favourite part of Waverley and it is important that Waverley is a place we are all proud of.

Waverley is much more than just beautiful natural assets and buildings. Council undertakes a wide variety of essential services such as streets, footpaths, parking and waste collection. We also welcome and support the community in our library, affordable housing, seniors program and our vast array of arts, culture and events. Waverley does not do all this alone – we work closely and collaborate with many organisations who share the same vision we do.

The Delivery Program 2025–2029 is our guide to ensure Council does what it says it is going to do, and to clearly lay out how we will deliver for the community. It is a genuine pleasure to showcase this work, and our plans for the future. The future of Waverley looks bright!

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



# Our Mayor and Councillors

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

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

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

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

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

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

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**Representing the interests of residents and ratepayers**

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**Providing leadership and guidance to the community**

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

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## Council meetings and decision making

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

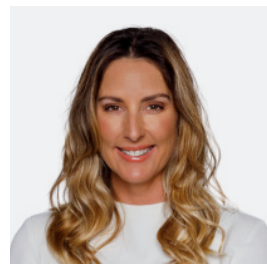
## Bondi Ward



**Dominic Wy Kanak**  
Greens



**Margaret Merten**  
Australian Labor Party



**Michelle Stephenson**  
Liberal Party of Australia

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## Hunter Ward



**Steven Lewis**  
Independent



**Dov Frazer**  
Liberal Party of Australia



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

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## Lawson Ward



**Katherine Westwood**  
Liberal Party of Australia



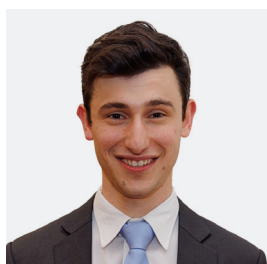
**Lauren Townsend**  
Liberal Party of Australia



**Paula Masselos**  
Australian Labor Party

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## Waverley Ward



**Joshua Spicer**  
Liberal Party of Australia



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



**Ludovico Fabiano**  
Greens

# Our Vision and Values

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

**Integrity**

**Care**

**Respect**

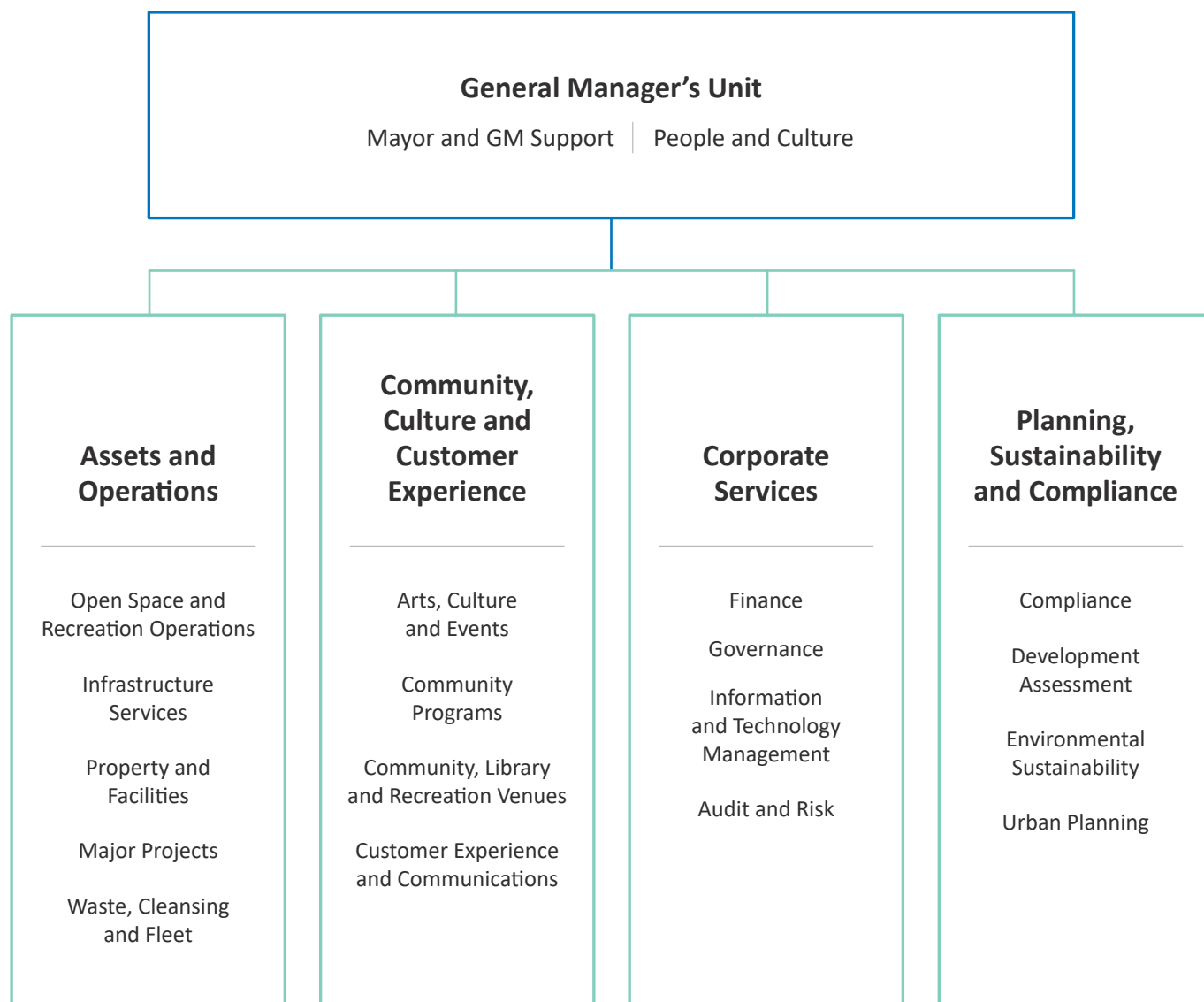
**Collaboration**

**Innovation**





# Organisational Structure



# Waverley 2035

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

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

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



## Our Three Themes

THEME

1

**People**

Our People theme focuses on a cohesive and connected Waverley community

THEME

2

**Place**

Our Place theme focuses on the natural and built environment

THEME

3

**Performance**

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

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## Theme 1: People

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

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

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

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

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

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## Theme 2: Place

### Our Place theme focuses on the natural and built environment.

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

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

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

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

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

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## Theme 3: Performance

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

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

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





# The Four Pillars of our Plan

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



## Innovation

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



## Resilience

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



## Sustainability

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



## Partnerships

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

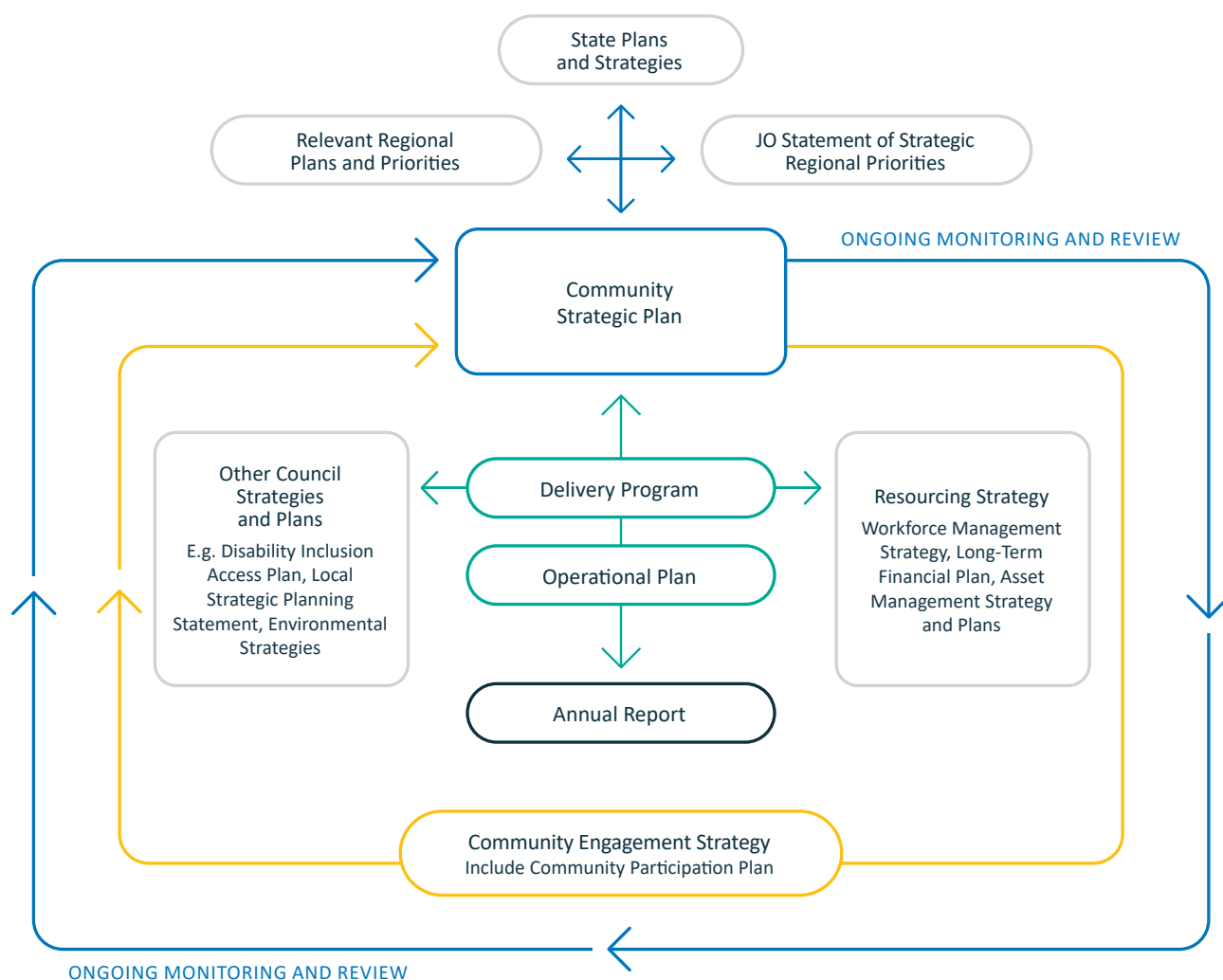
# Integrated Planning and Reporting Framework

## Community Strategic Plan

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

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

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



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

## **Resourcing and delivering the plan**

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

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

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

## **Other plans**

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

## **Monitoring the plan**

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

# Social Justice Principles

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



## 1

### Equity

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

## 2

### Access

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

## 3

### Rights

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

## 4

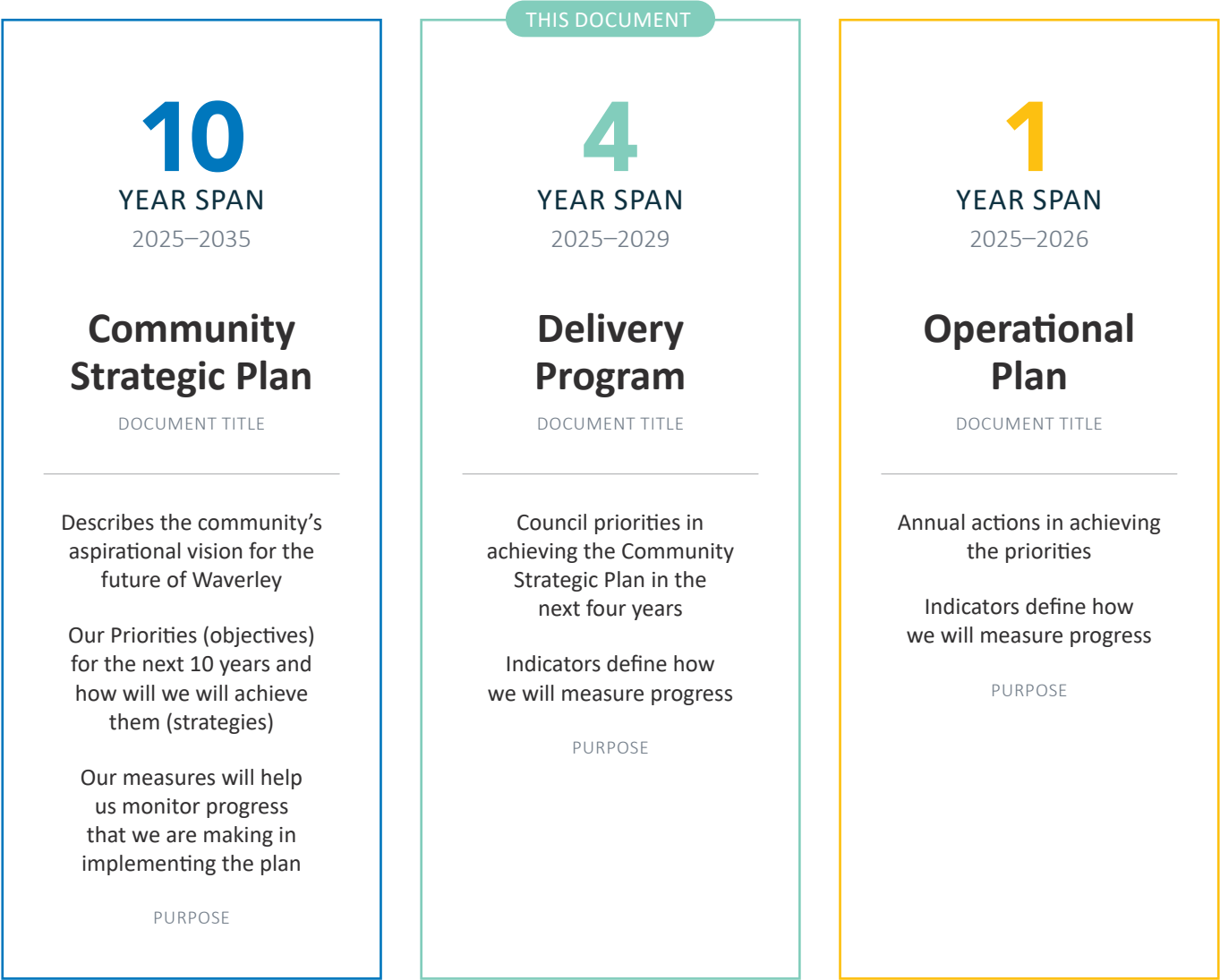
### Participation

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

**Social  
Justice  
Principles**

# How to Read this Plan

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





# Measuring our Progress

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



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

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

# Quadruple Bottom Line

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

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

CSP THEME	QBL LINK
<b>People</b>	Social, Economic, Environmental
<b>Place</b>	People, Economic, Environment
<b>Performance</b>	People, Economic, Environment, Civic Leadership





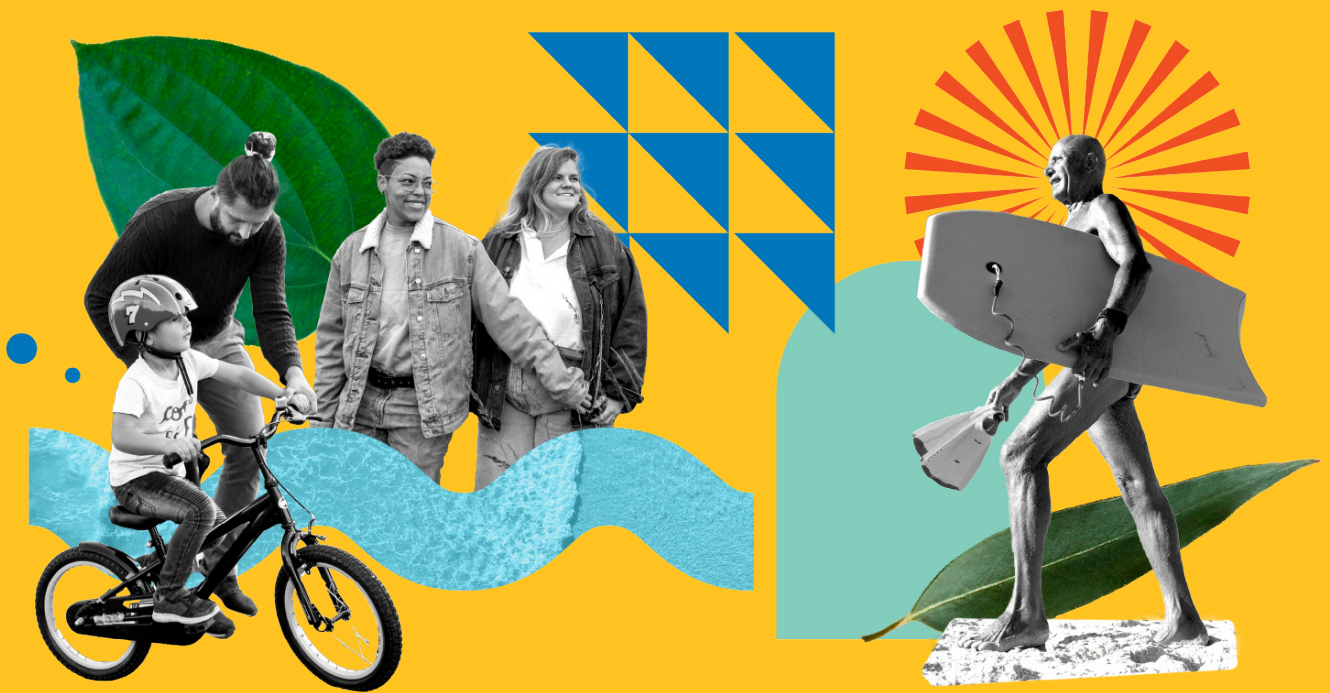
# Waverley Council's Roles

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

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

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





## Theme 1: People

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

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

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

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

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

# People: Our Context

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

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

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

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

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

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

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

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

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



# People: Our Objectives

## What will we focus on?

1.1



### **Diverse and inclusive community**

Foster a diverse and inclusive community

1.2



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

Support quality of life and community wellbeing across the life span

1.3



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

Promote and encourage arts, culture and creative expression and participation

1.4



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

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

1.5



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

Protect and grow the stock of affordable housing

1.6



### **Safe and resilient community**

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





# People: Strategies

## How will we achieve our focus?



### 1.1

Foster a diverse and inclusive community

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>1.1.1. Facilitate equitable opportunities to strengthen participation and encourage representation of our diverse community</b>     	Implement the Waverley Reconciliation Action Plan	Community Development Programs for the Aboriginal and Torres Strait Islander Community	Community Programs
	Develop and implement the Disability Inclusion Action Plan (DIAP) 2026- 30	Community Development Programs for People with Disability	Community Programs
	Implement the Waverley Cultural Diversity Strategy 2021–2031	Community Development Programs for Culturally Diverse Communities	Community Programs
	Implement the Strategy to Combat Antisemitism	Community Development Programs for Culturally Diverse Communities	Community Programs
	Actively engage and integrate the voices of young people in planning and design	Community Development Programs for Young People	Community Programs



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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>1.2.1. Deliver high quality programs and services which support community wellbeing</b> 	Deliver high quality, innovative and accessible early education and care services for children 0-5 and their families	Waverley Early Education Centre, Bronte Early Education Centre, Gardiner Early Education Centre, Mill Hill Early Education Centre, Waverley Family Day Care, Family support services	Community Programs
	Deliver responsive services for older people under Aged Care Reforms	Waverley Housing for Older People, Waverley Community and Seniors Centre	Community Programs



# 1.3

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>1.3.1. Deliver programs and services that foster connection and invite creative expression and participation</b> 	Prepare and implement the Waverley Arts and Cultural Plan 2027–2031	Arts programs, Cultural services planning, Music rooms and programs, Theatres and theatre programs, Literary programs, Cultural festivals and events, Other cultural programs	Arts, Culture and Events
	Deliver creative and cultural program engagement across diverse demographics and audiences	Cultural services planning, Music rooms and programs, Theatres and theatre programs, Literary programs, Cultural festivals and events, Other cultural programs	Arts, Culture and Events
<b>1.3.2. Provide a network of affordable, fit for purpose, accessible arts and culture facilities that support cultural and creative participation, production and presentation</b> 	Manage Bondi Pavilion to ensure community, cultural and commercial outcomes are met	Venue Hire Management	Community Library and Recreation Venues
<b>1.3.3. Deliver a dynamic library service that enriches lives by providing a means of social and cultural interaction</b> 	Undertake periodic program reviews and deliver a broad range of programs that facilitate lifelong learning and social and cultural inclusion	Collection and lending Services, Local studies, Library Programs and Events, Home Library Service, Reference Services	Community Library and Recreation Venues
	Implement the Waverley Library Operational Plan	Collection and lending Services, Local studies, Library Programs and Events, Home Library Service, Reference Services	Community Library and Recreation Venues



## 1.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>1.4.1. Develop partnerships to facilitate growth for our cultural and creative sector</b> 	Leverage arts, and culture and events annual program to secure new cultural and community sector partnerships	Arts programs, Cultural services planning, Music rooms and programs, Theatres and theatre programs, Literary programs, Cultural festivals and events, Other cultural programs	Arts, Culture and Events
	Grow community and event capacity to expand cultural and creative sector profile and impact	Arts programs, Cultural services planning, Music rooms and programs, Theatres and theatre programs, Literary programs, Cultural festivals and events, Other cultural programs	Arts, Culture and Events





1.5

Protect and grow the stock of affordable housing

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>1.5.1. Deliver affordable rental housing through targeted programs and work in partnership with agencies to address homelessness</b> 	<p>Deliver housing that addresses community needs</p> <hr/> <p>Partner with Eastern Suburbs Homelessness Assertive Outreach Collaborative to address street homelessness</p>	<p>Housing planning, Affordable housing program, Social housing program</p> <hr/> <p>Housing planning, Affordable housing program, Social housing program</p>	<p>Community Programs, Urban Planning</p> <hr/> <p>Community Programs</p>
<b>1.5.2. Grow the provision of social and affordable housing</b> 	<p>Explore opportunities to add new affordable housing stock to the program</p>	<p>Housing planning, Affordable housing program, Social housing program</p>	<p>Property and Facilities Urban Planning, Community Programs</p>
<b>1.5.3. Advocate for increased diversity of housing stock that is affordable and accessible</b> 	<p>Review policies to balance future housing supply with affordable housing and greater dwelling diversity to provide housing choice</p>	<p>Housing planning, Affordable housing program, Social housing program</p>	<p>Urban Planning</p>



# 1.6

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>1.6.1. Deliver programs and services to foster social cohesion, reduce isolation, increase community connections and improve wellbeing</b> 	Partner with others and strengthen connections to build resilience, including specialist service networks, volunteering options, and grant supported initiatives	Community Grants and Support, Volunteering programs, Local Connections Programs	Community Programs, Environmental Sustainability
	Provide community information, education and development programs	Community Education and Capacity Building	Community Programs
<b>1.6.2. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal management, safety and risk reduction</b> 	Improve and standardise beach safety approaches in consultation with the NSW Local Government Coastal Safety Group	Lifeguard services	Open Spaces and Recreation Operations, Environmental Sustainability
<b>1.6.3. Partner with stakeholders to facilitate collaborative, effective and consistent approaches to coastal management, safety and risk reduction</b> 	Prepare and implement strategies to support health and safety outcomes	Environmental health, Community Education and Capacity Building, Food hygiene and regulation, Animal control	Compliance

# Outcome measures

MEASURES	BASELINE	TARGET 2029
Living in Waverley makes you feel connected	65% (2024)	68%
Community satisfaction with arts, culture, recreational and entertainment events	91% (2024)	Maintain
Community satisfaction with community services, programs and facilities:		
• Facilities and services for older people	88% (2024)	Maintain
• Facilities and services for people with disabilities	87% (2024)	Maintain
• Early education and child care services	94% (2024)	Maintain 90%
Community satisfaction with library services	97% (2024)	Maintain 90%
Community perception of safety:		
• You feel safe during the day in Waverley's streets and public space	94% (2024)	Maintain 90%
• You feel safe during the night in Waverley's streets and public spaces	76% (2024)	78%
Increase in new affordable or social housing units added to the program	67 AH dwellings in private ownership, 24 affordable and 45 social dwellings in Council ownership (2024)	Increase by 5%



## Theme 2: Place

Place theme focuses  
on the natural and  
built environment.

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

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

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

# Place: Our Context

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

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

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

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

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

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

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

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

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



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

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

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

# Place: Our Objectives

## What will we focus on?

2.1



### Climate resilience and reduce greenhouse gas emissions

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

2.2



### Biodiversity

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

2.3



### Manage development

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

2.4



### Traffic, transport and parking

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

2.5



### Safe and accessible open spaces

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

2.6



### Accessible and sustainable assets

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

2.7



### Sustainable waste and organics collection

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

2.8



### Clean and litter-free public spaces

Keep public spaces, clean and litter-free













# Place: Strategies

## How will we achieve our focus?



### 2.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.1.1. Continue to reduce GHG emissions to achieve net zero emissions for Council by 2030</b>    	Implement actions to reduce Council greenhouse gas emissions	Council energy management and reduction	Environmental Sustainability, Waste, Cleansing and Fleet
<b>2.1.2. Support GHG reductions to achieve Net Zero emissions for the community by 2035</b>    	Enable sustainability and resilience upgrades in the built environment and assist local businesses in optimising energy use  Continue to deliver the Net Zero Alliance to enable businesses and the local community to reduce greenhouse gas emissions.	Greenhouse gas community reduction programs	Environmental Sustainability, Urban Planning
<b>2.1.3. Ensure Waverley's assets and community are resilient to climate change impacts</b>    	Assess and address climate impacts to improve resilience of assets and support our community to adapt	Climate change adaptation and resilience programs, Coastal Management Program	Environmental Sustainability, Infrastructure Services



## 2.2

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.2.1. Protect and increase our biodiversity, parks, urban canopy cover and habitat areas</b> 	Improve the condition of non-remnant native vegetation on public land and reinstate indigenous vegetation in Councils' parks and reserves	Urban ecology and bushland management, Bushcare volunteer program	Environmental Sustainability, Infrastructure Services
	Increase community stewardship of natural environment	Urban ecology and bushland management	Environmental Sustainability, Infrastructure Services, Urban Planning
	Implement the Urban Greening and Cooling Strategy	Urban ecology and bushland management, Tree management planning, Tree planting services, Tree maintenance services	Open Spaces and Recreation Operations
<b>2.2.2. Improve water efficiency and water quality</b> 	Improve water quality and conserve and secure local water supplies	Provision of stormwater and recycled water for non-potable use, Water quality improvement,	Environmental Sustainability, Infrastructure Services
<b>2.2.3. Support the community to address environmental issues</b> 	Deliver engaging environmental education programs and projects and champion community environmental action	Environmental sustainability planning, Community Education and Capacity Building	Environmental Sustainability



## 2.3

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.3.1. Respond to community concerns on development through robust community engagement, data collection and education on planning issues</b> 	Enhance community engagement and educate on planning processes	Community Education and Capacity Building	Mayor and GM Support, Urban Planning, Development Assessment, Customer Experience and Communications
<b>2.3.2. Ensure new development provides high standard of design quality and does not unreasonably impact the amenity of neighbours or the wider community</b> 	Ensure new development meets the aims and objectives of the Local Environmental Plan (LEP) and Development Control Plan (DCP)	Development assessments and approvals	Urban Planning, Development Assessment
	Provide timely determinations of applications for development	Development assessments and approvals	Development Assessment
	Ensure new development demonstrates design quality and excellence	Urban planning	Development Assessment
	Ensure the community infrastructure needs of the incoming population is planned	Urban planning	Urban Planning
	Review and update planning controls/strategies	Urban planning	Urban Planning
<b>2.3.3. Ensure development is undertaken in accordance with required approvals</b> 	Ensure development meets the requirements of the development consent and relevant legislation	Building and fire safety regulation	Compliance
	Provide efficient and professional pool certification	Building and fire safety regulation	Compliance
	Ensure buildings meet current fire safety standards and existing buildings are upgraded	Building and fire safety regulation	Compliance



## 2.3 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.3.3. Ensure development is undertaken in accordance with required approvals</b> 	Undertake initiatives to address issues relating to illegal use or building works in a timely manner	Building and fire safety regulation	Compliance
<b>2.3.4. Create vibrant, liveable and accessible mixed-use centres</b> 	Prepare and implement Bondi Junction Master Plan	Urban planning	Urban Planning
	Develop precinct scale upgrade programs in alignment with Our Liveable Places Centres Strategy 2020–2036	Urban planning	Infrastructure Services, Major Projects
	Ensure street infrastructure is comprehensively equipped to support decorative and program-led enhancements	Place development planning and strategy	Arts, Culture and Events, Urban Planning, Development Assessment, Infrastructure Services
<b>2.3.5. Celebrate, enhance and protect Waverley's heritage and character</b> 	Implement the Waverley Heritage Policy	Heritage conservation	Urban Planning
	Implement the Aboriginal Heritage Study	Heritage conservation	Urban Planning, Property and Facilities
	Deliver key actions identified in the Cemetery Services Strategic Business Plan	Heritage conservation, Waverley Cemetery services, South Head Cemetery services	Major Projects, Property and Facilities



## 2.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.4.1. Deliver an integrated transport solution that balances the needs of pedestrians, bike, public and private transport users</b> 	Work with partners and advocate for improved public transport in line with the State Bus Industry Taskforce recommendations	Transport planning, Alternative transport programs	Infrastructure Services
	Prepare and Implement the Bike Strategy	Transport planning, Cyclist mobility programs	Infrastructure Services
	Prepare and implement the Walking Strategy	Pedestrian mobility programs	Infrastructure Services
	Promote road and active transport safety and education	Alternative transport programs	Infrastructure Services
<b>2.4.2. Manage congestion, improve safety, and deliver traffic calming opportunities to ensure a safe network for all users</b> 	Implement 40km/hour speed limit changes in areas north of Bondi Road	Traffic management service	Infrastructure Services
	Complete implementation of the Bondi Local Area Traffic Management projects	Traffic management service	Infrastructure Services
	Deliver traffic calming initiatives	Traffic management service	Infrastructure Services

## 2.4 continued...

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.4.3. Manage parking supply and demand to balance efficient and equitable outcomes</b> 	Implement the outcomes of the Resident Parking Scheme review	Off-street parking services, Compliance/ Urban Planning Parking system planning and management	Infrastructure Services
	Implement smart parking technology in alignment with Resident Parking Scheme outcomes	Off-street parking services, Compliance/ Urban Planning Parking system planning and management	Infrastructure Services
	Manage kerbside space, development, and construction activities considering multiple user needs	Off-street parking services, Compliance/ Urban Planning Parking system planning and management	Infrastructure Services
<b>2.4.4. Optimise efficiency of parking sensors and parking metres to provide better transport and parking outcomes</b> 	Maintain cost-effective technology, policy and process improvements	Off-street parking services, Compliance/ Urban Planning Parking system planning and management	Compliance
	Ensure residential and commercial parking areas are patrolled	Off-street parking services, Compliance/ Urban Planning Parking system planning and management	Compliance



## 2.5

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.5.1. Increase the capacity of existing active recreation spaces through embellishment and upgrade works</b> 	Deliver park upgrades in line with Parks Plan of Management and the Open Space and Recreation Strategy	Recreational Programming	Infrastructure Services, Major Projects
<b>2.5.2. Provide safe, accessible and diverse spaces and facilities for different users</b> 	Provide safe, accessible spaces and facilitate physical activity for active and healthy lifestyles  Continue to optimise the utilisation of community venues, sports fields and recreation facilities to balance competing demands of community, organised and commercial activities	Recreational Programming, Venue hire management  Recreational Programming, Venue hire management	Infrastructure Services, Major Projects Community Library and Recreation Venues  Community Library and Recreation Venues



## 2.6

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.6.1. Ensure Council's infrastructure assets are operated, maintained, renewed and upgraded to meet the levels of service set by the community</b> 	Implement the Strategic Asset Management Plan 7	Asset design services, Capital works program planning, Road works & maintenance, Footpath works and maintenance, Kerb and gutter works and maintenance, Drainage works and maintenance, Building works and maintenance, Fleet management, Parking infrastructure works and maintenance	Infrastructure Services, Property and Facilities, Open Spaces and Recreational Operations
	Implement the Asset Management Improvement Plan as noted in SAMP 7	Asset design services, Capital works program planning, Road works & maintenance, Footpath works and maintenance, Kerb and gutter works and maintenance, Drainage works and maintenance, Building works and maintenance, Fleet management, Parking infrastructure works and maintenance	Infrastructure Services, Property and Facilities
<b>2.6.2. Manage Council property portfolio in a financially sustainable way, to optimise value through maximising investment yield, and deliver quality community outcomes</b> 	Prepare and implement the next iteration of the Property Strategy	Property management, Facilities management	Property and Facilities





## 2.7

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.7.1. Deliver a pathway to achieving zero waste to landfill and increasing circularity by providing access to waste management and avoidance services that are attractive and accessible to our community.</b> 	Finalise and deliver the medium term actions in the Resource Recovery and Waste Strategy	Domestic waste services, Commercial waste services, Recycling services, Green waste services	Environmental Sustainability, Waste, Cleansing and Fleet
	Deliver a best practice 3-bin waste, recycling and organics service	Domestic waste services, Commercial waste services, Recycling services, Green waste services	Waste, Cleansing and Fleet
	Secure Food Organics Garden Organics (FOGO) processing options for domestic and commercial FOGO material	Domestic waste services, Commercial waste services, Recycling services, Green waste services	Waste, Cleansing and Fleet
	Embed circular economy practices across Council and community	Domestic waste services, Commercial waste services, Recycling services, Green waste services, Recycling, problem waste and composting programs	Environmental Sustainability
	Continue to implement Recycling and Contamination Improvement Program	Domestic waste services, Commercial waste services, Recycling services, Green waste services, Recycling, problem waste and composting programs	Waste, Cleansing and Fleet, Environmental Sustainability
	Implement a FOGO collection service for residents	Domestic waste services, Commercial waste services, Recycling services, Green waste services, Recycling, problem waste and composting programs	Waste, Cleansing and Fleet
<b>2.7.2. Foster improved problem waste management</b> 	Provide waste collection points and recovery programs for problem waste items	Domestic waste services, Commercial waste services, Recycling services, Green waste services, Recycling, problem waste and composting programs	Environmental Sustainability, Waste, Cleansing and Fleet



## 2.8

Keep public spaces,  
clean and litter-free

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>2.8.1. Reduce litter and Illegal dumping across Waverley through education and enforcement</b> 	Deliver litter and illegal dumping enforcement program  <hr/> Provide network of infrastructure to reduce litter	Domestic waste services, Commercial waste services, Recycling services, Green waste services  <hr/> Beach cleaning and maintenance, Clean up services, Dumped rubbish removal, Street cleaning services	Compliance  <hr/> Waste, Cleansing and Fleet, Open Space and Recreation Operations

# Outcome measures

MEASURES	BASELINE	TARGET 2029
Reduction in greenhouse gas emissions in the LGA	419,870 (t CO <sub>2</sub> -e) 2023 –24	284,351 (t CO <sub>2</sub> -e)
Reduction in Council’s greenhouse gas emissions	1,731 (t CO <sub>2</sub> -e) (2023 –24)	800 tonnes (t CO <sub>2</sub> e) in 2029
Proportion of renewable energy procured	100% (2023 – 24)	100%
Increase in the amount of remnant vegetation in good condition	14% of remnant vegetation in good condition (2020)	20% of remnant vegetation in good condition
Amount of remnant vegetation in Waverley maintained	6 hectares (2025)	Greater than 6 hectares
Increase in canopy and shrub cover	499 trees planted (2024)	400 trees planted per annum
Potable water use from Council operations	60,859 kl/yr (2020)	62,000 kl/yr
Rating of Bondi, Bronte and Tamarama beaches by Beachwatch	Good rating for all three beaches (2022)	Good rating for all three beaches
Solar installations in Waverley LGA	14,869 KW of installed capacity (2023–24)	30,000 KW of installed capacity
Housing in Waverley meets needs of the community	75% satisfaction rating (2024)	Increase against baseline rating
Community satisfaction with Council’s responsiveness to complaints about building activity	75% satisfaction rating (2024)	Increase against baseline rating
Community satisfaction with protection and conservation of heritage items and places	86% (2024)	Maintain
Community satisfaction with accessibility to parks, sporting and recreational facilities and open spaces	70% (2024)	75%
Community satisfaction with pedestrian, bicycle and road network:		
• Community satisfaction in prioritising pedestrians first, then bicycles, public transport, service vehicles and shared mobility	78% (2024)	80%
• Provision of bike lanes	60% (2024)	65%

MEASURES	BASELINE	TARGET 2029
Average daily distance travelled by private car in Waverley (per capita)	11.5 (2024)	9.2
Reduction in total residential waste per capita	195.31kg/capita (2024)	175kg/capita
Waste diverted from landfill	58% (2020–21)	70% average recovery rate
Community satisfaction with garbage collection (red bin) services for your property	99% (2024)	86% rating
Community satisfaction with recycling services for property	92% (2024)	Maintain
Community satisfaction with kerb, gutter and street cleaning	84% (2024)	Maintain
Community satisfaction with the quality of buildings and infrastructure:		
• Maintenance of the road network	79% (2024)	80%
• Maintenance of footpaths	78% (2024)	80%
• Cleansing of public toilets	78% (2024)	80%
Asset, buildings and infrastructure ratios		
Asset Maintenance Ratio	100.85% (2023–24)	100%
Buildings and Infrastructure Ratio	254.14% (2023–24)	> or = 100%
Infrastructure Backlog Ratio	1.07% (2023–24)	Less than 2%



## Theme 3: Performance

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

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

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



# Performance: Our Context

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

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

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

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

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

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

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

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

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

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

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

# Performance: Our Objectives

## What will we focus on?

3.1



### **Community engagement opportunities**

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

3.2



### **Excellent Customer Experience**

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

3.3



### **Financial Sustainability and Resource Management**

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

3.4



### **Governance, Capacity and Capability**

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

3.5



### **Local Economy**

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

# Performance: Strategies

## How will we achieve our focus?



### 3.1

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>3.1.1. Ensure those who are impacted by, or have an interest in, a decision or initiative of Council have an opportunity to engage</b>  	Implement the Community Engagement Strategy	Precinct Committee facilitation services, Media and communications	Customer Experience and Communications, Mayor and GM Support
<b>3.1.2. Ensure our engagement practices are accessible and inclusive</b>  	Implement the Community Engagement Strategy	Precinct Committee facilitation services, Media and communications	Customer Experience and Communications



### 3.2

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>3.2.1. Implement Customer Experience Strategy to enhance customer experience across all business areas</b>  	Provide consistent level of customer experience tailored to suit the location, service and/or interaction  Implement Complaints Management Framework and monitor compliance with procedures	Customer Service and Call Centre  Complaints Management	Customer Experience and Communications  Customer Experience and Communications



## 3.3

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>3.3.1. Prepare, implement and monitor a suite of Integrated Planning and Reporting documents that responds to community needs and organisational capacity</b> 	Develop and maintain a suite of integrated corporate plans that meet legislative requirements including resourcing strategies and other plans	Integrated planning, reporting and consultation/ Asset management planning/ Environmental sustainability planning	General Manager's Unit
	Implement Long Term Financial Plan [LTFP 7 (2025 – 2036)] and monitor budget on a regular basis	Financial management	Finance and Procurement
	Implement the Workforce Plan 2025–2029	Human resources management	People and Culture
<b>3.3.2. Deliver long-term financial, environmental and economic programs that improve financial and environment sustainability</b> 	Embed financial and environment sustainability across the organisation	Financial management, Environmental sustainability planning	Finance and Procurement
	Implement the Contract Management Policy and Guidelines to optimise value for money and deliver quality services to the community	Purchasing	Finance and Procurement
	Embed sustainable procurement into our activities consistent with Council's sustainability commitments	Purchasing	Environmental Sustainability, Finance and Procurement
<b>3.3.3. Deliver and review services to increase value for money</b> 	Develop and implement a Service Review Framework to deliver efficient, effective and customer focused services	Organisation improvement	People and Culture



## 3.4

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>3.4.1. Promote an organisational environment that encourages professionalism, sustainability, integrity and ethical conduct</b>  	Implement Fraud and Corruption Prevention Strategy	Corporate Governance, Councillor support, Public access to information, Advisory committees and forums,	Governance
	Implement regulatory changes to governance practices	Corporate Governance, Public access to information, Advisory committees and forums,	Governance
	Promote good financial governance, internal control and risk mitigation practices	Financial management	Finance and Procurement
	Implement an enterprise risk management framework	Risk and insurance management Internal audit	Audit and Risk
<b>3.4.2. Uphold a commitment to accountable and transparent decision making</b>  	Create community awareness on key decisions affecting the community	Corporate Governance	Governance, Customer Experience and Communications
	Meet legislative requirements for financial reporting	Financial management	Finance and Procurement
<b>3.4.3. Provide fit for purpose technology and tools to enable service delivery that is community and customer centric</b>  	Deliver the ICT Modernisation Program	IT and telecommunications	Information Management and Technology





## 3.5

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

OUR STRATEGIES	FOUR YEAR ACTIONS	SERVICES	DEPARTMENT RESPONSIBLE
<b>3.5.1. Promote and maintain a diverse mix of businesses in Waverley</b> 	Adopt and implement the Economic Development Strategy	Business development and support services, Place marketing, Urban Planning development planning and strategy, Visitor management services	Urban Planning, Policy and Strategy
<b>3.5.2. Strengthen Waverley's economy through night-time activation and create dining precinct and infrastructure</b> 	Adopt and implement Economic Development Strategy	Business development and support services, Place marketing, Urban Planning development planning and strategy, Visitor management services	Urban Planning, Policy and Strategy
<b>3.5.3. Ensure the visitor economy is balancing against the needs of residents and environment</b> 	Adopt and implement Economic Development Strategy	Business development and support services, Place marketing, Urban Planning development planning and strategy, Visitor management services	Urban Planning, Policy and Strategy
<b>3.5.4. Creativity and experiences fuel vitality in Waverley and support thriving economic activity</b> 	Implement creative and artistic place activation initiatives	Place marketing, Urban Planning development planning and strategy	Arts, Culture and Events, Urban Planning
<b>3.5.5. Protect and prioritise employment floor space in Bondi Junction Strategic Centre, and other centres where relevant</b> 	Update planning controls to ensure that employment floorspace is prioritised in future development	Urban Planning development planning and strategy	Urban Planning, Policy and Strategy

# Outcome measures

MEASURES	BASELINE	TARGET 2029
Community satisfaction with opportunities to participate in decision making	78% (2024)	80%
Overall community satisfaction with Council services	90% (2024)	Maintain
Maintenance or improvement in financial benchmarks:		
• Operating Performance Ratio	0.31 (2023–24)	0%
• Own Source Operating Revenue Ratio	86.77 (2023–24)	>60%
• Unrestricted current ratio	4.11x (2023–24)	1.50x
• Debt Service Ratio	32.74 (2023–24)	2.00x
• Rates and Annual Charges Outstanding Ratio	6.31 (2023–24)	4.24
• Cash Expense Cover Ratio	8.35 (2023–24)	>3 months
Community satisfaction with Council decision making	76% (2023–24)	Maintain/Increase
Delivery of community strategic plan and delivery program outcomes	93% completed and 7% in progress (2023–24)	90% completion rate
Number of active registered business	38,369 businesses (2024)	Maintain at more than 35,000 businesses
Industry sectors	Retail (excluding food) - 5.28%, Health Care and Social Assistance- 6.56%, Rental, Hiring and Real Estate Services- 7.42%, Construction- 9.63%, Financial and Insurance Services- 14.45%, Professional, Scientific and Technical Services- 18.83% (2024)	Maintain a diverse mix
Income from visitor economy	Average spend per month is \$150 million (67% of total local spend) (2024)	Maintain above \$150 million

# Four year budget estimates and financial planning

## Budget forecast for the financial year 2025/26–2028/29

PROPOSED BUDGET	2025-26	2026-27	2027-28	2028-29
<b>Operating income</b>				
Rates & Annual Charges	75,296,938	77,322,079	79,948,832	82,667,175
Investment Income	3,871,071	3,057,656	2,815,389	2,546,857
User Charges	61,889,837	64,390,343	66,766,914	68,399,632
Other Revenues	23,780,314	24,735,873	25,735,973	26,733,843
Grants Subsidies and Contributions	6,524,060	6,616,133	6,731,006	6,820,273
<b>Total Operating Income</b>	<b>171,362,220</b>	<b>176,122,084</b>	<b>181,998,114</b>	<b>187,167,780</b>
<b>Operating Expenditure</b>				
Employee Costs	(89,202,785)	(90,726,670)	(92,480,262)	(95,040,620)
Materials & Contracts	(31,117,890)	(30,896,777)	(29,094,850)	(30,021,003)
Borrowing Costs	(407,559)	(1,496,016)	(1,926,564)	(1,827,510)
Other Operating Expenses	(26,881,156)	(29,062,866)	(29,692,891)	(31,118,553)
Depreciation & Amortisation	(22,775,000)	(23,501,426)	(24,107,492)	(24,449,172)
<b>Total Operating Expenditure</b>	<b>(170,384,390)</b>	<b>(175,683,755)</b>	<b>(177,302,059)</b>	<b>(182,456,858)</b>
<b>Operating Result Before Capital Income - Surplus/(Deficit)</b>	<b>977,830</b>	<b>438,329</b>	<b>4,696,055</b>	<b>4,710,922</b>
<b>Capital Income</b>				
Grants Subsidies & Contributions	24,124,106	26,317,582	14,056,622	11,547,302
Sale of Assets	1,388,553	1,451,270	392,869	561,184
<b>Total Capital Income</b>	<b>25,512,659</b>	<b>27,768,852</b>	<b>14,449,491</b>	<b>12,108,486</b>
<b>Operating Result - Surplus/(Deficit)</b>	<b>26,490,489</b>	<b>28,207,181</b>	<b>19,145,546</b>	<b>16,819,408</b>
<b>CASH AVAILABLE TO FUND CAPITAL</b>				
<b>Capital Expenditure</b>				
Other Capital Purchases	(5,446,785)	(7,193,785)	(2,291,625)	(2,447,222)
Capital Works Program	(58,945,738)	(58,160,253)	(51,659,336)	(38,894,920)
<b>Total Capital Expenditure</b>	<b>(64,392,523)</b>	<b>(65,354,038)</b>	<b>(53,950,961)</b>	<b>(41,342,142)</b>
<b>Cash Flow to Fund - In/(Out)</b>	<b>(37,902,034)</b>	<b>(37,146,857)</b>	<b>(34,805,415)</b>	<b>(24,522,734)</b>
<b>FINANCED BY:</b>				
<b>Borrowings</b>				
External Loan	14,000,000	13,225,000	9,455,620	-
Less: Loan Repayments on External Loan	(808,470)	(1,376,303)	(1,759,403)	(1,858,457)
<b>Net Borrowing</b>	<b>13,191,530</b>	<b>11,848,697</b>	<b>7,696,217</b>	<b>(1,858,457)</b>
<b>Reserve Movements</b>				
Transfers to Reserves	(24,522,216)	(22,378,406)	(11,263,484)	(11,444,785)
Transfer from Reserves	26,457,721	24,175,140	14,265,189	13,376,804
<b>Net Reserve Movements</b>	<b>1,935,505</b>	<b>1,796,734</b>	<b>3,001,705</b>	<b>1,932,019</b>
<b>Depreciation &amp; Amortisation Expenses (Contra)</b>	<b>22,775,000</b>	<b>23,501,426</b>	<b>24,107,492</b>	<b>24,449,172</b>
<b>Net Budget Result - Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Capital works

Program for the financial year 2025/26–2028/29

PROJECT	PROPOSED 2025/26	PROPOSED 2026/27	PROPOSED 2027/28	PROPOSED 2028/29
<b>Building Infrastructure</b>				
Building Major Projects	20,684,410	19,515,994	9,455,625	0
SAMP Building Renewal Program	2,797,800	6,462,933	8,660,302	7,000,543
Facilities Sustainable Energy Upgrades	125,000	0	0	0
<b>Total</b>	<b>23,607,210</b>	<b>25,978,926</b>	<b>18,115,927</b>	<b>7,000,543</b>
<b>Living Infrastructure</b>				
SAMP Planting- Landscaping	600,000	615,000	630,375	646,134
SAMP Management- Native Vegetation	100,000	102,500	105,063	107,689
SAMP Planting- Trees	150,000	307,500	315,188	323,067
<b>Total</b>	<b>850,000</b>	<b>1,025,000</b>	<b>1,050,625</b>	<b>1,076,891</b>
<b>Public Domain Infrastructure</b>				
SAMP Renewal & New- Electric Vehicle Infrastructure	370,000	274,085	280,937	287,961
SAMP Renewal- Street Furniture and Structures	300,000	780,025	683,957	819,514
SAMP Renewal- Street Lighting and Electrical	1,875,000	3,075,000	1,103,156	1,076,891
SAMP Renewal- Retaining Walls	143,300	256,250	262,656	269,223
SAMP Mall Renewal Program	0	0	0	0
<b>Total</b>	<b>2,688,300</b>	<b>4,385,360</b>	<b>2,330,707</b>	<b>2,453,588</b>
<b>Recreational &amp; Public Spaces Infrastructure</b>				
SAMP Renewal and Upgrades- Cemetery Structures	2,310,000	11,275	11,557	11,846
SAMP Renewal & Upgrades- Recreational	6,926,494	3,445,964	1,019,106	2,423,004
SAMP Renewals & Upgrades- Public Art- Monuments- Sculptures	378,000	324,003	332,103	71,182
SAMP Renewal- Park Footpaths	200,000	660,613	1,990,409	963,279
SAMP Renewal- Park Furniture and Structures	390,000	2,017,098	1,857,400	1,096,167
SAMP Renewal- Park Lighting	1,050,000	1,537,500	1,436,730	2,011,093

PROJECT	PROPOSED 2025/26	PROPOSED 2026/27	PROPOSED 2027/28	PROPOSED 2028/29
SAMP Renewal- Sea Walls and Retaining Walls	550,000	1,281,250	1,786,063	3,122,983
SAMP Renewal & Upgrades- Sports Facilities	425,000	153,750	2,311,375	2,423,004
SAMP Renewal- Water Equipment	140,000	143,500	147,088	150,765
Parks Plan of Management	450,000	563,750	1,260,750	861,513
Rockfall/Climb Remediation Program	710,000	256,250	262,656	269,223
<b>Total</b>	<b>13,529,494</b>	<b>10,394,951</b>	<b>12,415,236</b>	<b>13,404,058</b>
<b>Road Infrastructure</b>				
SAMP Renewal- Kerb and Gutter	900,000	1,285,043	1,317,169	1,350,098
SAMP Renewal- Parking Infrastructure	0	87,023	0	0
SAMP Renewal- Sealed Roads	2,500,000	4,606,043	4,721,194	4,839,223
SAMP Renewal- Street Footpaths	1,000,000	1,537,500	1,575,938	1,615,336
SAMP Renewal and Upgrades- Transport Infrastructure	311,500	411,538	421,826	432,372
Bike Plan Implementation	75,000	0	0	0
Walking Strategy Implementation	152,800	156,620	160,536	164,549
Commercial Centres & Streetscape Upgrades	9,116,836	6,355,000	6,303,750	4,307,563
Road Safety and Traffic Calming Program	2,324,598	1,025,000	1,050,625	1,076,891
<b>Total</b>	<b>16,380,734</b>	<b>15,463,765</b>	<b>15,551,036</b>	<b>13,786,031</b>
<b>Stormwater Drainage Infrastructure</b>				
Stormwater Conduits & Pits Renewal	850,000	871,250	893,031	915,357
Stormwater Harvesting Renewal	40,000	41,000	42,025	43,076
Stormwater Drainage Improvement Program	1,000,000	0	1,260,750	215,378
<b>Total</b>	<b>1,890,000</b>	<b>912,250</b>	<b>2,195,806</b>	<b>1,173,811</b>
<b>CAPITAL WORKS GRAND TOTAL</b>	<b>58,945,738</b>	<b>58,160,253</b>	<b>51,659,336</b>	<b>38,894,920</b>

## Capital Works Program Funding Sources

PROJECT	PROPOSED 2025/26	PROPOSED 2026/27	PROPOSED 2027/28	PROPOSED 2028/29
Grants/Contributions	12,681,785	13,379,247	10,539,464	7,953,325
New loans	14,000,000	13,225,000	9,455,620	0
Planning Agreement funds	3,846,491	3,654,474	4,036,303	1,996,265
S7.12 Contribution funds	5,299,220	3,585,459	3,655,785	3,761,428
Unexpended Grant reserve	0	0	0	0
Affordable Housing Contribution reserve	940,037	0	0	0
Stormwater Management Reserve	434,427	200,000	200,000	200,000
Investment Strategy Reserve	1,265,000	3,500,000	303,419	0
Sales of surplus land reserve	200,000	0	0	220,000
Car Parking reserve	369,000	300,000	300,000	315,800
Meter parking reserve	0	69,618	0	0
Affordable Housing reserve	0	1,066,436	200,000	220,500
Social Housing reserve	309,963	414,814	0	200,000
Computer Reserve	0	0	0	0
Unexpended loan reserve	0	0	0	0
SAMP Parks Reserve	0	0	0	0
SAMP Footpath Reserve	292,413	0	0	0
SAMP Drainage Reserve	0	0	0	0
SAMP Malls Reserve	0	0	0	0
SAMP Coastal & Retaining Reserve	0	0	0	0
SAMP Cemetery Reserve	335,454	8,749	9,031	9,319
SAMP Other Reserve	0	0	0	0
Cemetery Reserve	2,069,446	150,000	150,000	555,100
Carry Over Reserve	0	0	0	610,174
Centralised reserve	2,502,376	0	0	0
Plant Replacement Reserve	20,000	219,268	224,750	230,368
SAMP Infrastructure Building Reserve	0	1,000,000	0	0
Domestic Waste Reserve	200,000	65,250	23,910	131,370
Infrastructure Road Reserve	50,000	0	0	0
Neighbourhood Amenity Reserve	850,000	205,000	210,125	215,378
Council General Revenue	13,280,126	17,116,938	22,350,930	22,275,892
<b>Total</b>	<b>58,945,738</b>	<b>58,160,253</b>	<b>51,659,336</b>	<b>38,894,920</b>



# Appendices

# Appendix 1

## Council services

Below are the list of services Council provide to our community

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

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

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

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

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



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

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

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



WAVERLEY  
COUNCIL

#### GET IN TOUCH

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#### CUSTOMER SERVICE CENTRE

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